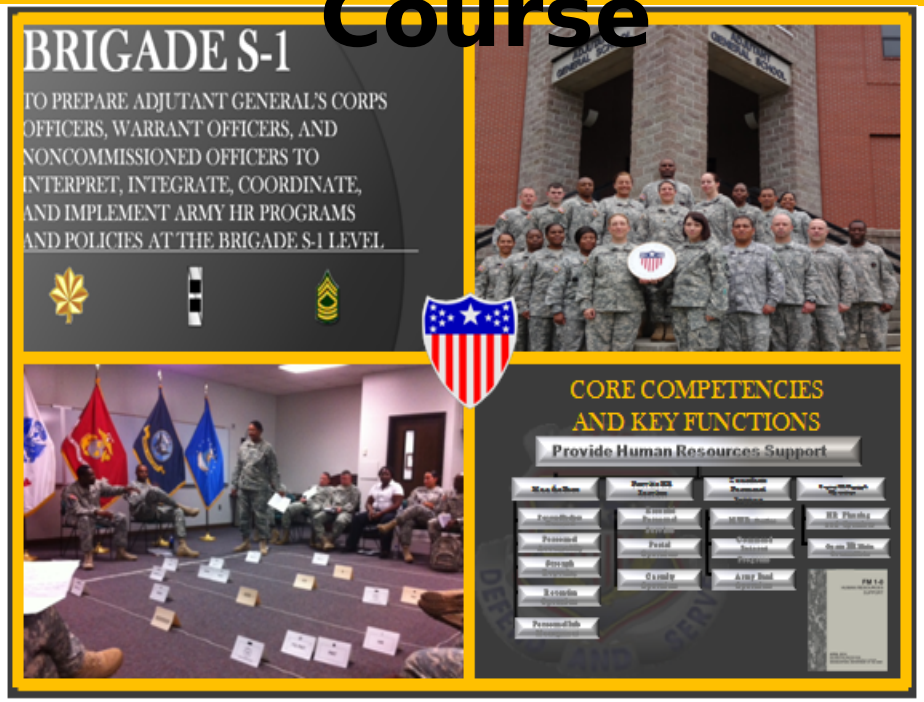
Brigade S-1 Operations Course


BRIGADE S-1
TO PREPARE ADJUTANT GENERAL'S CORPS OFFICERS, WARRANT OFFICERS, AND NONCOMMISSIONED OFFICERS TO INTERPRET, INTEGRATE, COORDINATE, AND IMPLEMENT ARMY HR PROGRAMS AND POLICIES AT THE BRIGADE S-1 LEVEL
CORE COMPETENCIES AND KEY FUNCTIONS
Provide Human Resources Support

Implement Human Resources Planning and Operations Using MDMP

May 2016

Senior Leader Training Division
Adjutant General School

Terminal Learning Objective

ACTION: Implement Human Resources (HR) Planning and Operations using Military Decision Making Process (MDMP)

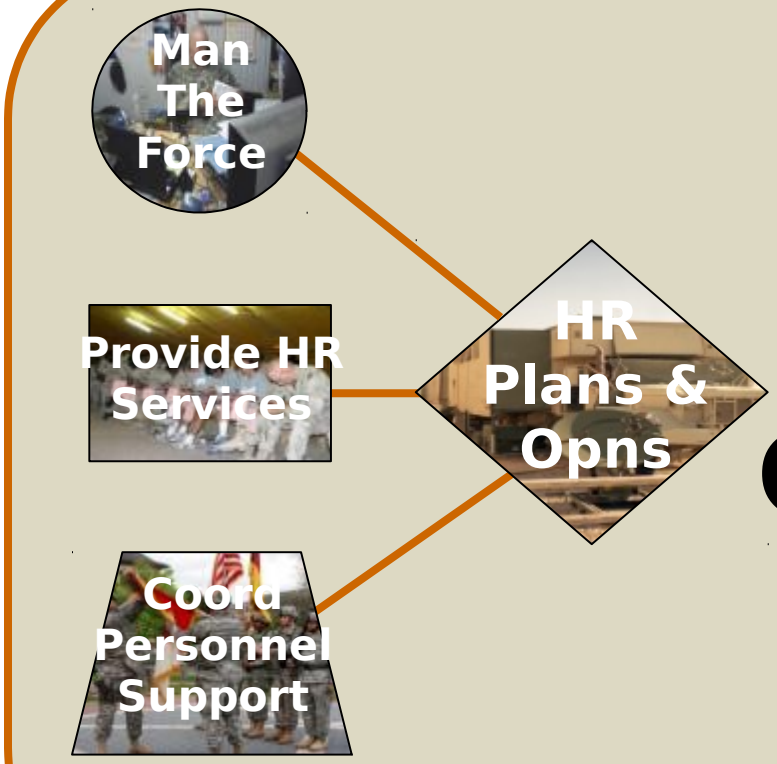
CONDITION: Using readings, classroom discussions, presentations and doctrinal publications including FM 1-0 (HR Support), ADRP 3-0 (Unified Land Operations), FM 4-0 (Sustainment), FM 6-0 (Commander and Staff Officer Guide), ATP 6-01.1 (Techniques for Effective Knowledge Management) ADRP 5-0 (The Operations Process) and an awareness of the Operational Environment.

STANDARD: Demonstrate an understanding of HR Planning and Operations using MDMP through classroom participation, completing individual/group practical exercises, and scoring 70% or higher on the Brigade S-1 Operations end-of-course exam.

Outline

- **Overview of Plans and Orders**
- **HR Planning Considerations**
  - HR Planning
  - HR Operations
  - Running Estimates
- **HR Planning Using MDMP**
  - Commander and Staff Roles
  - Operation Environment
  - MDMP Process
- **Personnel Services Support Appendix**
  - Rehearsals
  - Command Relationships

HR Planning Considerations



HR Planning

PURPOSE

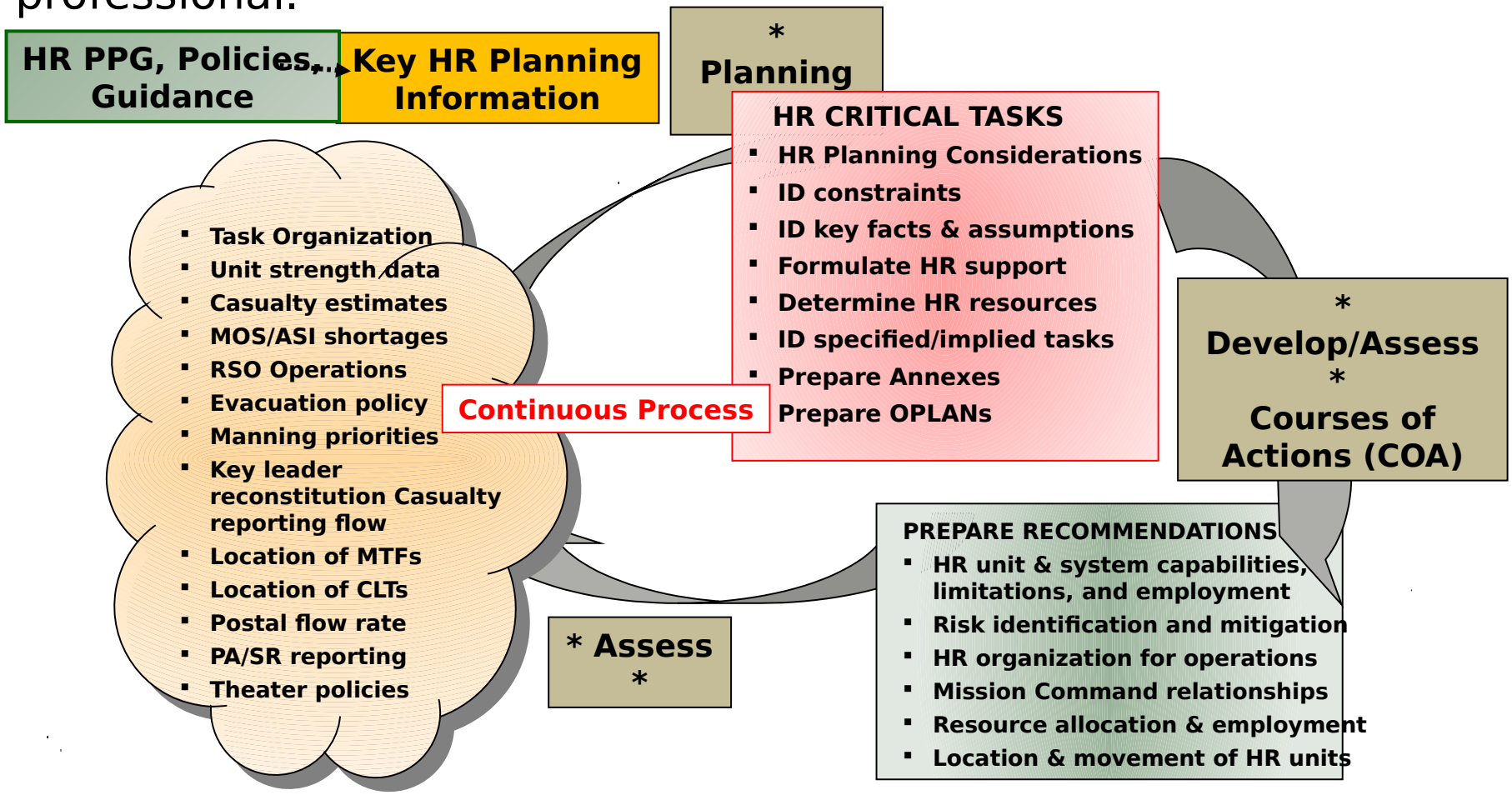
- **Assessment** of the situation **from** an **HR perspective**
- **Analysis** of those COAs a commander is considering that **best accomplishes the mission**
- Evaluation of how **HR factors** influence each COA
- Draws **conclusions** and a recommended COA to the commander from an **HR functional perspective**

CHARACTERISTICS

- Prepared as **thoroughly as time allows** in either a simple form or a preformatted digital product
- **Revised continuously** as planning factors, manning levels, facts and assumptions change
- Prepared at **all levels of command** from Battalion to ASCC by S-1s/G1s and HR Operations Branch planners
- Not necessarily prepared in a fixed sequence
- Provides a thorough clear, **unemotional analysis** of all pertinent data

HR Planning

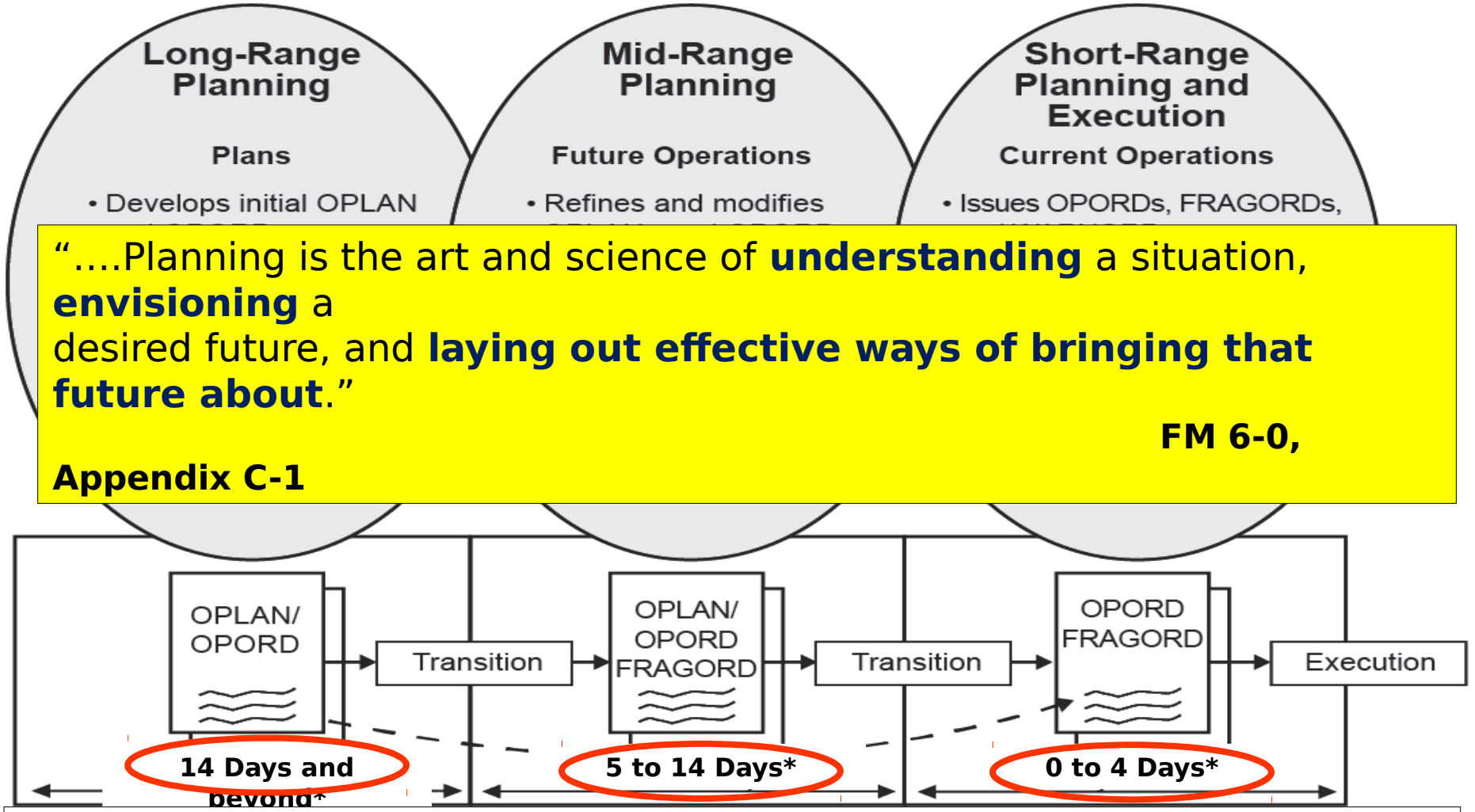
HR Planning is a **continuous process** that evaluates current and future operations from a **functional perspective** of the HR professional.



FM 1-0, paragraph

Planning Horizons

The commander and the chief of staff set priorities and provide direction and guidance.



"....Planning is the art and science of **understanding** a situation, **envisioning** a desired future, and **laying out effective ways of bringing that future about**."

FM 6-0,

Appendix C-1

*** Planning time line horizons are only a starting point; can be adjusted to meet the situational planning requirements and Commander.**

Characteristics of Effective Operation Orders and Plans

- Simple and direct to ensure a shared consciousness
- States actions in the affirmative
- Uses doctrinally correct terms and symbols
- Avoids meaningless expressions and indecisive or vague language
- Are brief, clear, and concise
- Contains assumptions
- Incorporates flexibility
- Allows subordinates time to collaborate, plan, and prepare their own actions

FM 6-0, Appendix C

Types of Operation Orders

- **Operation order (OPORD):** is a directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

- **Fragmentary order (FRAGORD):** is an abbreviated form of an operation order. Issued as needed after an operation order has been published to change or modify that order or to execute a branch or sequel to that order.

- **Warning order (WARNO):** is a preliminary notice of an order or action that is to follow.

FM 6-0, Appendix C

Types of Plans

- **Campaign Plan:** is a joint operation plan for a series of related operations aimed at achieving strategic or operational objectives (i.e. USAEUR 2020)
- **Operations Plan:** is any plan for the conduct of military operations prepared in response to actual and potential contingencies. (i.e. Operation Atlantic Resolve)
- **Supporting Plan:** is an operation plan prepared by a supporting commander, a subordinate commander or an agency (i.e. Fearless Guardian)
- **Concept Plan:** is an operation plan on an abbreviated format that may require considerable expansion (i.e. Five Pillars for a Strong Europe)
- **Branch:** is the contingency options built into the base plan used for changing the mission **(based on anticipating requirements)**
- **Sequel:** is the **subsequent major operation** or phase based

FM 6-0, Appendix C

Fragmentary and Warning Orders

FRAGORD

- Used to brief changes to existing order
- Follows OPORD format
- Addresses only those elements that have changed
- May contain changes to:
  - Situation - Mission – Execution - Sustainment
  - Command and Signal

WARNO

- Provides preliminary notice of actions or orders that are to follow
- Gives subordinates maximum time to prepare for an operation
- Minimum information includes:
  - Type of operation - General location - Initial timeline
  - Movement or Recon to initiate

- **Expect** many **FRAGORDS** in both tactical and garrison operations
- **Don't get frustrated** at each FRAGORD
- Learn to **anticipate changes**
- **Remember the overall Mission**

Orders/Plans Methods of Issue

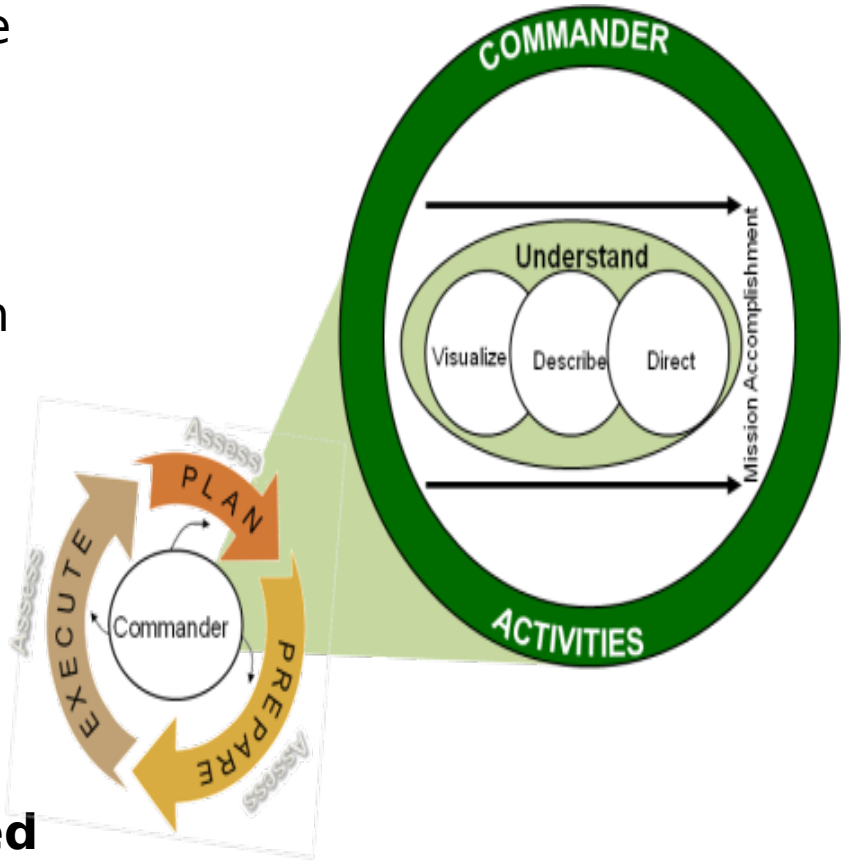
- Orally
  - Face-to-face
  - Radio
  - Telephone
- Written Order

HR Planning and Operations

HR Planning and Operations is the means by which an HR professional articulates HR operations to support the operational commander's mission requirements.

- Must have a firm **understanding** of the full **capabilities** of HR units and organizations
- Understand how to **employ doctrine** in any operating environment
- Be **technically competent** in current HR systems, processes, policies and procedures
- Understand how HR support is **delivered** in the operational (deployed) environment

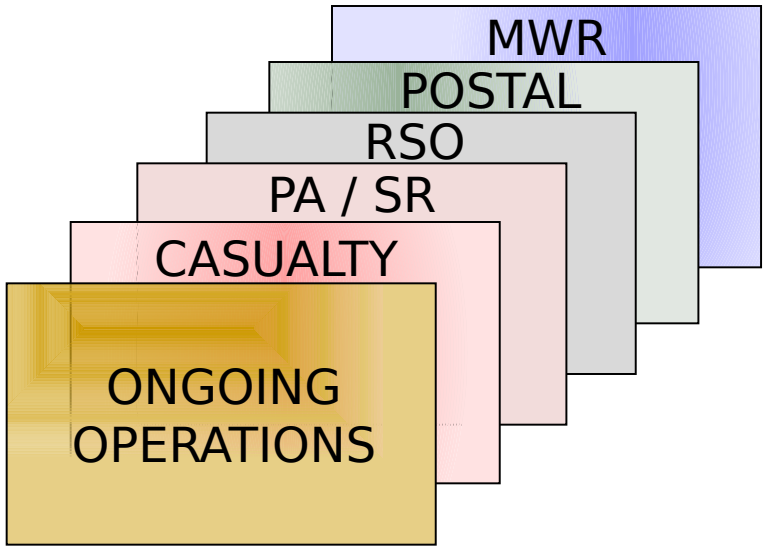
FM 1-0, Figure 6-1 The Operations Process



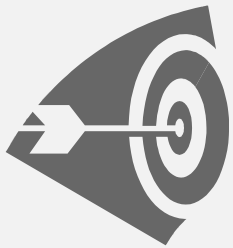
HR Operations

HR Operations is the process of tracking current and future execution of HR support through the following process:

- Assessing the current situation and **forecasting HR requirements** based on the progress of the operation
- **Making execution and adjustment** decisions to exploit opportunities or unforecasted requirements
- Directing actions to apply HR resources and support at **decisive points and time**



FOCUS



- Agile and clear HR Policies
- Effective HR Practices
- Competency-based Skills
- Outcome-oriented
- Leader Development

FM 1-0, paragraph 1-25

Running Estimates

Continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable.

Continuously Considered

- Facts
- Assumptions
- Friendly force status
- Enemy activities and capabilities
- Civil considerations
- Conclusions and recommendations

FUNCTIONAL STAFF ESTIMATES

- **Personnel (S-1)**
- Intelligence (S-2)
- Operations (S-3)
- Sustainment (S-4)
- Civil Affairs (S-5)
- Signal (S-6)
- Information Operations
- Special Staff *(as required)*

- Assessment of the situation from a functional perspective
- Analysis of COAs the commander is considering to best accomplish the mission
- Analysis of functional factors and how they impact each COA
- Basis for each staff section's recommendation during COA approval
- May be written or presented orally
- Used by staff officer to support decision making

FM 6-0, Chapter 8

Running Estimates Example

3 SUSTAINMENT BRIGADE PERSONNEL SUMMARY

MOS BY PHYSICAL LOCATION						
LOCATION	MOS	BN	CO	TOTAL PDY	TOTAL TDY	TOTAL HOSP
TF OCTOPUS						
TOTAL BOG TF OCTOPUS						
TF QUAIL	31B	3 STB	252 MP		1	
	35A	3 STB	C/4 FSMU	2		
	35B	3 STB	C/4 FSMU	16		
	42A	3 STB	5/912 HR CO	4		
	68R	541 CSSB	4 CM	1		
	68M	541 CSSB	4 CM	1		
	92B	541 CSSB	4 CM	1		
	921A	541 CSSB	4 CM	1		
	92A	541 CSSB	4 CM	2		
	92R	541 CSSB	4 CM	18		
TOTAL BOG TF OCTOPUS:				48	1	
TF UNICORN	31B	3 STB	252 MP		2	
	31B	3 STB	217 MP		5	
	42A	3 STB	5/912 HR CO		3	
TOTAL BOG TF OCTOPUS:					10	
TF BAIN						
TOTAL BOG TF OCTOPUS:						
TF GOOD						
TOTAL BOG TF OCTOPUS:						
TOTAL BOG WITHOUT TF KALIN ((TCS + TDY + HOSP) - TF KALIN BOG))						220

BOOTS ON THE GROUND					
COUNTRY	3 STB	541 CSSB	419 MCB	TOTAL	CHANGES
TF TOTAL I	34	57	16	107	YES
TF TOTAL A	22	14		36	
TF TOTAL GOOD					
TF TOTAL KALIN	856	841	97	1794	YES
TF TOTAL QUAIL	23	24		47	
TF TOTAL JESUS	18	2		20	
TF TOTAL OCTOPUS					
TF TOTAL BAIN					
TF TOTAL UNICORN	10			10	
TOTAL BOG WITHOU TF KALIN	963	938	113	2014	
TOTAL BOG:					

3 SB CONTRACTORS				NON-3SB CONTRACTORS		
CONTRACT	US	NON-US	TOTAL	CONTRACT		ESTIMATED
SSA	43	332	375	K-BOSS	LOGCAP IV(002)	378
ASP	62	186	248		APO/MMT	83
RRSO	3	24	27		CIF	17
HEAVY LIFT VII	20	370	390	Q-BOSS	APO QATAR	10
BULK FUEL	2	40	42	TOTAL NON- 3SB CONT.		488
TOTAL 3 SB CONTRACTORS:	130	952	1082	TOTAL CONTRACTORS:		1570

TF KALIN BREAKDOWN					3 SB ATTACHMENTS	
LOCATION	3 STB	541 CSSB	419 MCB	TOTAL 3 SB	ATTCHED TO	PAX
ARIFJAN	805	336	75	1216	ARCENT	8
ALI AL SALEM	11	5	19	35	1 TSC	3
BUEHRING	35	433	3	471	TOTAL ATTCH	11
KUWAIT NAVAL BASE	5	67		72		
TOTAL:	856	841	97	1794		

CHANGES DEFINED:		
3 STB	419 MCB	541 CSSB
(HHC) 5 PAX TO TF D TO TF K (1/271 HR CO) (HHC) 5 PAX TF F TO TF K (1/271 HR CO) 3 PAX TF C TO TF K (HHC/ 1 SB) 1 PAX TF K TO TF F (HHC/ 1 SB) 3 PAX TF K TO TF C	NO CHANGES	(HHC) 2 PAX TF C TO TF K

3 SUSTAINMENT BRIGADE PERSONNEL SUMMARY

Military Occupational Skill Inventory (MOSI) Example

Microsoft Excel Worksheet

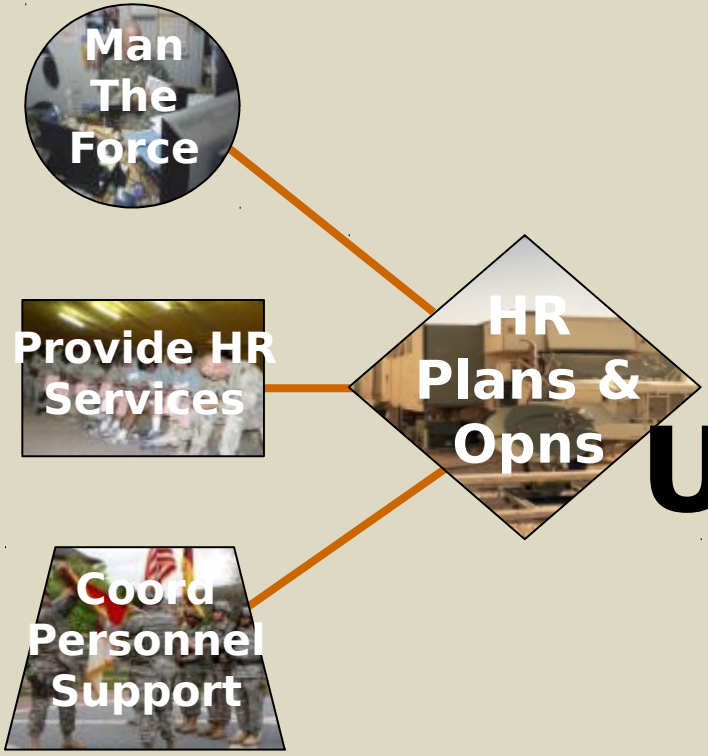
Check on Learning

Q: What is the purpose of a Running Estimate?
A: Continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable.

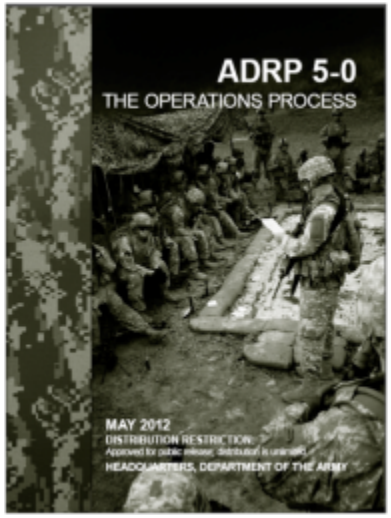
Q. What are the six (6) types of plans?

1. Campaign Plan
2. Operational Plan
3. Supporting Plan
4. Concept Plan
5. Branch
6. Sequel

HR Planning Using the MDMP



MDMP – ADRP 5-0



Chapter 1 – Fundamentals of the Operations Process

Chapter 2 – Planning

Chapter 3 – Preparation

Chapter 4 – Execution

Chapter 5 – Assessment

"The **M**ilitary **D**ecision **M**aking **P**rocess is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission, develop a course of action and produce an operation plan or order for execution. The MDMP helps leaders apply thoroughness, clarity sound judgment, logic and professional knowledge to understand situations, develop options to solve problems, and reach decisions.

ADRP, 5-0, paragraph 2-52

MDMP Roles

Commander

- The commander is in charge of the military decision-making process and decides **what procedures to use** in each situation.
- The commander's personal role is **central;** his/her participation in the process provides **focus** and **guidance** to the staff.
- There are decisions that are the commander's alone.
- The **less time** available, the **less experienced** the staff, or the less accessible the staff, generally the **greater the commander involvement.**
- The Chief of Staff or XO **manages** and provides **quality control**.

ATTP 5-0.1, Paragraph 4-8 thru 4-11

Staff

- A military staff is a single, **cohesive unit** organized to help the commander accomplish his mission and execute his other responsibilities.
- The staff is an **extension of the commander**, although the staff has no command authority of itself, and is **not in the chain of command.**
- The staff **exists to serve the commander** and **provides support to other subordinate commands**.

"Your staff won't win the war for you, but it can prevent you from winning." BG John E. Miller

Operational Environment

OPERATIONAL VARIABLES

PMESII-PT analysis of the operational environment provides the relevant information that senior commanders require to frame operational problems.

POLITICAL
MILITARY
ECONOMIC
SOCIAL
INFORMATION
INFRASTRUCTURE
PHYSICAL ENVIRONMENT
TIME

MISSION VARIABLES

METT-TC is a tool that enables Army leaders to synthesize operational information and local knowledge relevant to their missions and tasks in a specified AO.

MISSION
ENEMY
TERRAIN AND WEATHER
TROOPS AND SUPPORT AVAILABLE
TIME AVAILABLE
CIVIL CONSIDERATIONS

- An **operational environment is a composite of the conditions, circumstances, and influences** that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0).
- An operational environment includes **physical areas** (air, land, maritime, and space domains) and **cyberspace**. It also **includes the information that shapes conditions** in those areas **as well as enemy, adversary, friendly, and neutral aspects relevant to operations.**
- An operational environment is **not isolated or independent but interconnected** by various

MDMP Process
(1 of 2)

KEY INPUTS	STEPS	KEY OUTPUTS
Higher headquarters' plans, orders, or a new mission anticipated by the commander	**Step 1: Receipt of Mission**	▪ Commander's initial guidance ▪ Initial allocation of time
	WARNING ORDER	
▪ Higher headquarters' plan or order ▪ Higher headquarters' knowledge and intelligence products ▪ Knowledge products from other organizations ▪ Army design methodology products ▪ Initial commander's intent, planning guidance, CCIRs and EEFIs ▪ Updated IPB and running estimates ▪ Assumptions	**Step 2 Mission Analysis**	▪ Problem statement ▪ Mission statement ▪ Initial commander's intent ▪ Initial planning guidance ▪ Initial CCIRs and EEFIs ▪ Updated IPB and running estimates ▪ Assumptions
	WARNING ORDER	
	Step 3 COA Development	▪ COA statements and sketches - Tentative task organization - Broad concept of operations ▪ Revised planning guidance ▪ Updated assumptions

ADRP 5-0, Figure 2-6

MDMP Process
(2 of 2)

KEY INPUTS	STEPS	KEY OUTPUTS
▪ Updated running estimates ▪ Revised planning guidance ▪ COA statements and sketches ▪ Updated assumptions	Step 4 COA Analysis (War Games)	▪ Refined COAs ▪ Potential decision points ▪ War game results ▪ Initial assessment measures ▪ Updated assumptions
▪ Updated running estimates ▪ Refined COAs ▪ Evaluation Criteria ▪ War-game results ▪ Updated assumptions	Step 5 COA Comparison	▪ Evaluated COAs ▪ Recommended COAs ▪ Updated running estimates ▪ Updated assumptions
▪ Updated running estimates ▪ Evaluated COAs ▪ Recommend COA ▪ Updated assumption	Step 6 COA Approval	▪ Commander selected COA and any modification ▪ Refined commander's intent, CCIRs, and EEFIs ▪ Updated assumptions
• Commander selected COA with any modifications • Refined commander's intent CCIRs and EEFIs	Step 7 Orders Production	▪ Approved operation plan or order ▪ Subordinates understand the plan or order

WARNING ORDER

ADRP 5-0, Figure 2-6

Check on Learning

Q. What is the S-1's role in the MDMP process?

A: The S-1 conducts mission analysis and provides critical HR input to the MDMP. Their responsibilities include: analyze personnel/unit strength data; prepare the HR PLANNING CONSIDERATIONS; determine available PSS; determine HR task and constrains; identify critical facts and assumptions; determine CCIR and EEFI.

Q. What are the seven (7) steps of MDMP?

A: MDMP

Step 1 – Receipt of Mission

Step 2 – Mission Analysis

Step 3 – COA Development

Step 4 – COA Analysis

Step 5 – COA Comparison

Step 6 – COA Approval

Personnel Services Support Appendix

Operation Order
(1 of 2)

- A **directive** issued by a commander to subordinate commanders for the purpose of **effecting the coordinated execution of an operation**

- Traditionally called the **five paragraph field order**, an OPORD contains, as a minimum, descriptions of the following:

1. Situation
2. Mission
3. Execution
4. **Sustainment**
5. Command and Signal

FM 6-0, Table C-2

[Classification]

OPERATION PLAN/ORDER [number] [code name]
References
Time Zone Used Throughout the OPLAN/OPORD:
Task Organization
1. SITUATION.
a. Enemy forces.
b. Friendly forces.
c. Environment
(1). Terrain.
(2). Weather.
(3). Civil Considerations.
d. Attachments and detachments.
e. Assumptions.
2. MISSION.
3. EXECUTION.
Intent:
a. Concept of operations.

(6) Force protection.
(7) As required.
4. SUSTAINMENT
a. Logistics.
b. Personnel.
c. Health System Support.
5. COMMAND AND SIGNAL
a. Command
b. Signal
ACKNOWLEDGE: [Commander's last name]

[Commander's rank]

OFFICIAL:
[Authenticator's Name/Position]
ANNEXES
DISTRIBUTION:

[Classification]

Operation Order
(2 of 2)

OPORD

(6) Force protection.
(7) As required.

4. SUSTAINMENT
a. Logistics.
b. Personnel.
c. Health System Support

5. COMMAND AND SIGNAL
a. Command
b. Signal

ACKNOWLEDGE: [Commander's last name]
[Commander's rank]

OFFICIAL:
[Authenticator's Name/Position]
ANNEXES
DISTRIBUTION:
[Classification]

Appendix 2 - Personnel Services Support
TAB A – Human Resources Support
TAB B – Financial Management
TAB C – Legal Support
TAB D – Religious Support
TAB E – Band Operations

ANNEX F

[Classification]

ANNEX F (SUSTAINMENT) TO OPORD XX

1. SITUATION.
2. MISSION
3. EXECUTION
4. SUSTAINMENT
a. Logistics
b. Personnel
c. Health System Support

5. COMMAND AND SIGNAL

ACKNOWLEDGE:
[Authenticator's last name]
[Authenticator's rank]

APPENDIXES:
1. Logistics
2. Personnel Services Support
3. Army Health System Support

DISTRIBUTION:
[Classification]

FM 6-0, Table C-2

Personnel Appendix

APPENDIX 2 (PERSONNEL SERVICE SUPPORT) TO ANNEX F (SUSTAINMENT)

TAB A – Human Resources Support

TAB B – Financial Management

TAB C – Legal Support

TAB D – Religious Support

TAB E – Band Operations

NOTE: Although you HROB (created in coordination with the S-1) are not responsible for producing Tabs B-E, always ensure to COMMUNICATE with the authors of each Tab to ensure your HR support is nested with their requirements. If nothing else, your COMMUNICATION with them is for your **situational awareness**.

Tab A to Appendix 2 to Annex F HR Input

Reference:

Time Zone Used Throughout the OPLAN/OPORD: (Local)

1. SITUATION.

a. Area of Interest
b. Area of Oper
c. Enemy Force
d. Friendly Forc
e. Interagency,
Organizati
Force
f. Civil Considerations
g. Attachments and Detachments
h. Assumptions

rnmental
with the

2. Mission.

Include information affecting HR operations not covered in

Discuss how the weather, terrain, civil considerations, and

Discuss any affect enemy dispositions, composition, strength, capabilities and COAs may have on the HR support to the planned operation

State the mission of the HR functional area in support of the base plan or order

Running Estimates begin upon receipt of mission and continue through all phases of the Operations Process to include:
Planning ✉ ***Preparation*** ✉ ***Execution*** ✉ ***Assessment***

Tab A to Appendix 2 to Annex F
1.d. Friendly Forces

Discuss current status of resources available from the HR perspective and other resources which impact HR support and compare requirements and capabilities to develop recommendations to solve discrepancies. Specific examples follow:

- Current subordinate unit manning levels/critical MOS shortages (consider all manning influences – Task Organization, R&R flow, Boots On Ground data, etc.)
- New personnel requirements resulting from the operation (language skills, ASI, etc.)
- Casualty estimates (as developed)
- Forecasted replacement availability
- Evacuation policy for the operation
- Supporting HR organizations (location, command/support relationship, controlling element)
- Supporting medical elements
- Replacement fill priority (Coordinate w/S-3/G-3)
- Crew/key leader replacement
- Projected postal flow/limitations
- Change to established PA / SR reporting flow/times
- Change to casualty reporting flow (CLT change, reporting changes)
- RSOI Reception HR impacts
- R&R schedule/flow operational impact (during operations conducted during sustained operations)
- Civilian and JIIM manning impacts on the operation focusing on strengths and personnel service requirements
- Specific Army G-1 Personnel Planning Guidance (PPG) impacts on the operation
- Status of other personnel service or personnel support factors (postal, MWR, legal support, MILPAY support)

Tab A to Appendix 2 to Annex F HR Input (1 of 2)

3. Execution.

a. Scheme of Support

(1) Manning the Force

(a) Personnel Accountability

(b) Strength Reporting

(c) Personnel Readiness Management

(d) Personnel Information Management

(2) Provide HR Services

(a) Casualty Operations Management

(b) Essential Personnel Services

(c) Postal Operations

- By-name management of location and duty status
- Tracking personnel movement as they arrive at, depart from, home station, APOE/APOD
- Location of supporting PAT
- Key lea… replac…
- Othe…

Casualty

All info to support postal operations

- Logistics and planning for issues such as air/ground transportation
- Specialized equipment, facilities, etc.
- Hours of operations
- Postal finance operations (stamps, money orders, etc)
- Accountable mail
- Claims and inquires

HR … dire… Soi…

- S…
- A…
- C…
- F…
- C…
- C…

- Separations
- Time/LOD

Tab A to Appendix 2 to Annex F HR Input (2 of 2)

(3) Personnel Support

(a) Morale, Welfare, and Recreation

(b) Command Interest Programs

(4) HR Planning and Operation

b. Tasks to Subordinate Un

c. Coordinating Instruction

4. Sustainment

5. Command and Signa

Functions that affect MWR
Include info on:
- MWR augmentation
- Unit recreation

Describe how CIPs impact operations
Information should include:

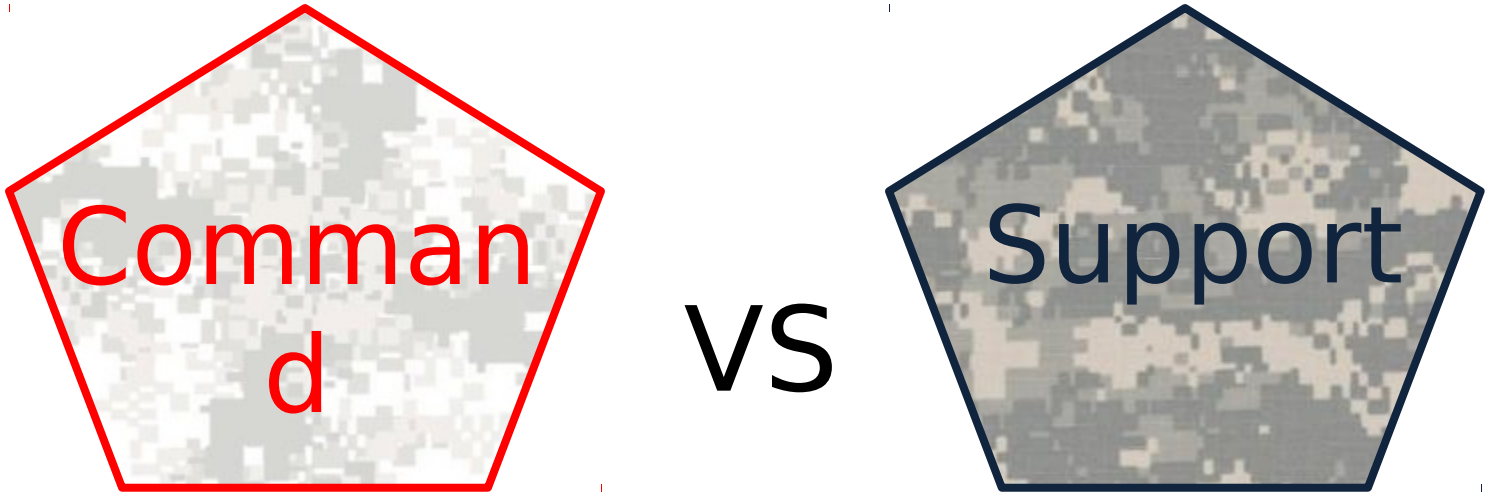
- List only instructions applicable to two or more subordinate units not covered in the base order.
- ID and highlight any functional area-specific timings, information themes and messages, risk reduction control measures, and environmental considerations.

- Desc
Opera
missi
succe

- Inclu
outcomes identified in the MDMP process and in establishing and operating HR nodes.

communications requirements such as connectivity (SIPR/NIPR), bandwidth, port accessibility, hardware setup and systems vulnerabilities.

Relationships



A key element for Sustainment Operations lies in the type of relationship established between commands for support

FM 6-0, Appendix B

Command Relationship

If relationship is:	Then inherent responsibilities: Have command relationship with:	May be task-organized by:[1]	Unless modified, ADCON responsibility goes through:	Are assigned position or AO by:	Provide liaison to:	Establish/ maintain communications with:	Have priorities established by:	Can impose on gaining unit further command or support relationship of:
Organic	All organic forces organized with the HQ	Organic HQ	Army HQ specified in organizing document	Organic HQ	N/A	N/A	Organic HQ	Attached; OPCON; TACON; GS; GSR; R; DS
Assigned	Combatant command	Gaining HQ	Gaining Army HQ	OPCON chain of command	As required by OPCON	As required by OPCON	ASCC or Service-assigned HQ	As required by OPCON HQ
Attached	Gaining unit	Gaining unit	Gaining Army HQ	Gaining unit	As required by gaining unit	Unit to which attached	Gaining unit	Attached; OPCON; TACON; GS; GSR; R; DS
OPCON	Gaining unit	Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ[1]	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS
TACON	Gaining unit	Parent unit	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	TACON;GS GSR; R; DS

Note: [1] In NATO, the gaining unit may not task-organize a multinational force. (See TACON.)

ADCON	administrative control	HQ	headquarters
AO	area of operations	N/A	not applicable
ASCC	Army Service component command	NATO	North Atlantic Treaty Organization
DS	direct support	OPCON	operational control
GS	general support	R	reinforcing
GSR	general support–reinforcing	TACON	tactical control

ADRP 5-0, Table 2-1

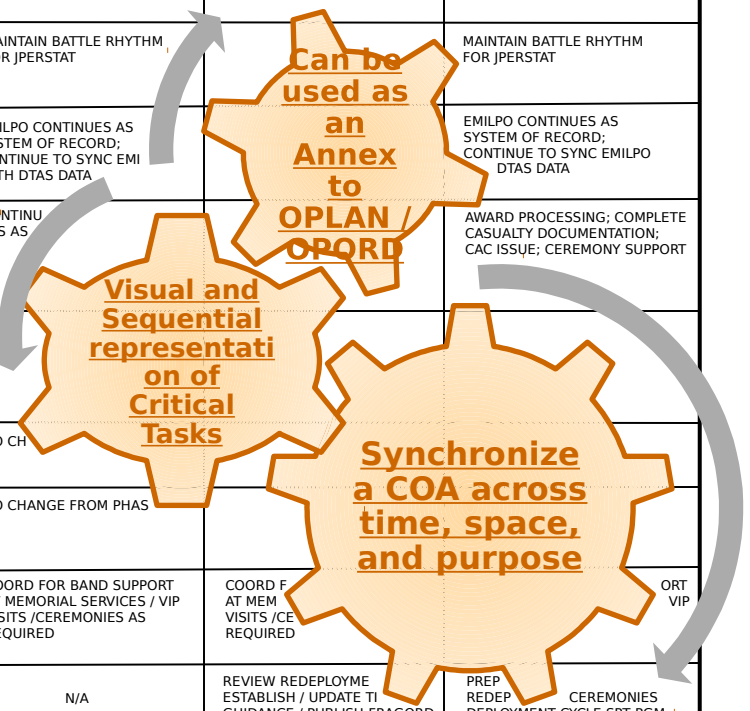
- Command and support relationships provide the basis for unity of command and unity of effort in operations
- Command relationships affect Army force generation, force tailoring, and task organization
- Commanders use Army support relationships when task-organizing Army forces
- All command and support relationships

*Command relationships establish the **degree of control** and **responsibility** commanders have for forces operating under their control.*

doctrine

Synchronization Matrix

	CC	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5	PHASE 6
		DEPLOY	**BUILD UP**	**MVMT TAA TO ATK**	**ATK POS TO OBJ**	**EST SEC & RES SVCS**	**CIV AUTH / REDEPLOY**
MAN THE FORCE	**PRM**	SRP / SOLDIER READINESS / AVAIL STRENGTH / COORD REAR DET REPORTING	TRACK BCT CMT POWER / INPUT TO CCIR/EEFI / COORD REAR DET RPT / USR	TRACK BCT CMT POWER / REPL/CAS FLOW / COORD REAR DET RPT / USR	MONITOR CRITICAL MOS / CAS RATES / CCIR & EEFI / COORD READ DET RPT / USR	TRACK CBT PWR / CROSS-LEVEL ACROSS BCT / COORD READ DET RPT / USR	TRACK CBT PWR / CROSS-LEVEL ACROSS BCT / COORD READ DET RPT / USR
	PA	ID CRITICAL SHORTFALLS / MONITOR GAINS / BUILD MANIFEST IN TPS	EMPLOY DTAS; MONITOR SUBORDINATE UNITS	MAINTAIN BATTLE RHYTHM FOR DTAS UPDATES	MAINTAIN BATTLE RHYTHM FOR DTAS UPDATES; UTILIZE CLT TO TRACK CASUALTIES	MAINTAIN BATTLE RHYTHM FOR DTAS UPDATES; UTILIZE CLT TO TRACK CASUALTIES	MAINTAIN BATTLE RHYTHM FOR DTAS UPDATES; COORD WITH REAR DETACHMENT
	SR	FINALIZE REPORTING PROCEDURES FOR SUB UNITS	ESTABLISH BATTLE RHYTHM FOR JPERSTAT	MAINTAIN BATTLE RHYTHM FOR JPERSTAT	MAINTAIN BATTLE RHYTHM FOR JPERSTAT		MAINTAIN BATTLE RHYTHM FOR JPERSTAT
	PIM	UPDATE MPFs / UPDATE EMILPO / DUIC POPULATED	UPDATE ORB / ERB	EMILPO CONTINUES AS SYSTEM OF RECORD; CONTINUE TO SYNC EMILPO WITH DTAS DATA	EMILPO CONTINUES AS SYSTEM OF RECORD; CONTINUE TO SYNC EMI WITH DTAS DATA		EMILPO CONTINUES AS SYSTEM OF RECORD; CONTINUE TO SYNC EMILPO DTAS DATA
HR SERVICES	**EPS**	UPDATE DD93 / SGLV ' DEERS RAPIDS CAC / EST. CDR'S AWARD PGM AND POLICY	CONTINUE TO PROVIDE EPS AS REQUIRED	CONTINUE TO PROVIDE EPS AS REQUIRED	CONTINU EPS AS		AWARD PROCESSING; COMPLETE CASUALTY DOCUMENTATION; CAC ISSUE; CEREMONY SUPPORT
	CAS OPS	COOR REAR DET EFFORTS W/FRG / DEVELOP SCMO ROSTER / REHEARSE BLACKOUT OPNS FOR NIPR CONNECTIVITY	ID & COORD WITH MORTUARY AFFAIRS / CONTACT CLT AT CSH / MTF; ESTABLISH DCIPS ACCOUNT	COORD WITH BCT SURGEON S3 / S4 FOR CASEVAC ROUTES MEDEVAC PZ			
PERSONNEL SPT	**PSTL OPS**	1ST CLASS LETTER MAIL ONLY	BPT TO ESTABLISH MAIL OPS (DISTRO PTS); 1ST CLASS MAIL ONLY	EST HOLD ON MAIL AT TG; NO MAIL DISTRO DURING MVMT PHASE	NO CH		
	MWR	N/A	COORD W/EXISTING CMD FOR MWR USAGE; COORD CHAP AND SJA SUPPORT	COORD FOR CHAPLAIN ACTIVITIES AND SJA AVAIL	NO CHANGE FROM PHAS		
	BAND	N/A	N/A	COORD FOR BAND SUPPORT AT MEMORIAL SERVICES / VIP VISITS /CEREMONIES AS REQUIRED	COORD FOR BAND SUPPORT AT MEMORIAL SERVICES / VIP VISITS /CEREMONIES AS REQUIRED	COORD F AT MEM VISITS /CE REQUIRED	ORT VIP
HR PLANS OPNS		N/A	BPT TO ISSUE GUIDANCE / FRAGORD ON TASK ORG; PREP UNIT AWARD/STREAMER CITATION	N/A	N/A	REVIEW REDEPLOYME ESTABLISH / UPDATE TI GUIDANCE / PUBLISH FRAGORD	PREP REDEP CEREMONIES DEPLOYMENT CYCLE SPT PGM
PIR		N/A	N/A	SIZE, DISPOSITION. LOCATION OF ENEMY ELEMENT ALONG ROUTE	SIZE, DISPOSITION. LOCATION OF ENEMY ELEMENT ALONG ROUTE	SIZE, DISPOSITION. LOCATION OF ENEMY ELEMENT ALONG ROUTE	N/A
EEFI		1. REDIRECT / DELAY OF ANY CHALK 2. ANY BN UNDER 90%	1. REDIRECT / DELAY OF ANY CHALK 2. ANY BN UNDER 90% 3. KEY LEADER STATUS	1. ANY BN UNDER 90% 2. KEY LEADER STATUS 3. LOSS OF SUPPORT SRC-12 UNIT / ELEMENT	1. ANY BN UNDER 90% 2. KEY LEADER STATUS 3. LOSS OF SUPPORT SRC-12 UNIT / ELEMENT	1. ANY BN UNDER 90% 2. KEY LEADER STATUS 3. LOSS OF SUPPORT SRC-12 UNIT / ELEMENT	1. REDIRECT / DELAY OF ANY CHALK 2. ANY LOSS IN FORCE FLOW 3. NOTIFICATION OF NOK


Can be used as an Annex to OPLAN / OPORD
Visual and Sequential representation of Critical Tasks
Synchronize a COA across time, space, and purpose

Synchronization Matrix

Microsoft Excel Worksheet

Rehearsals

- Rehearsing key actions before execution allows Soldiers to become familiar with the operation and translate the abstract ideas of the written plan into concrete actions.

- Each rehearsal type achieves a different result and has a specific place in the preparation timeline.

The four types of rehearsals are –

- Backbrief
- Combined arms rehearsal
- **Support rehearsal**
- **Battle drill or SOP rehearsal**

ATTP 5-0.1, Chapter 8

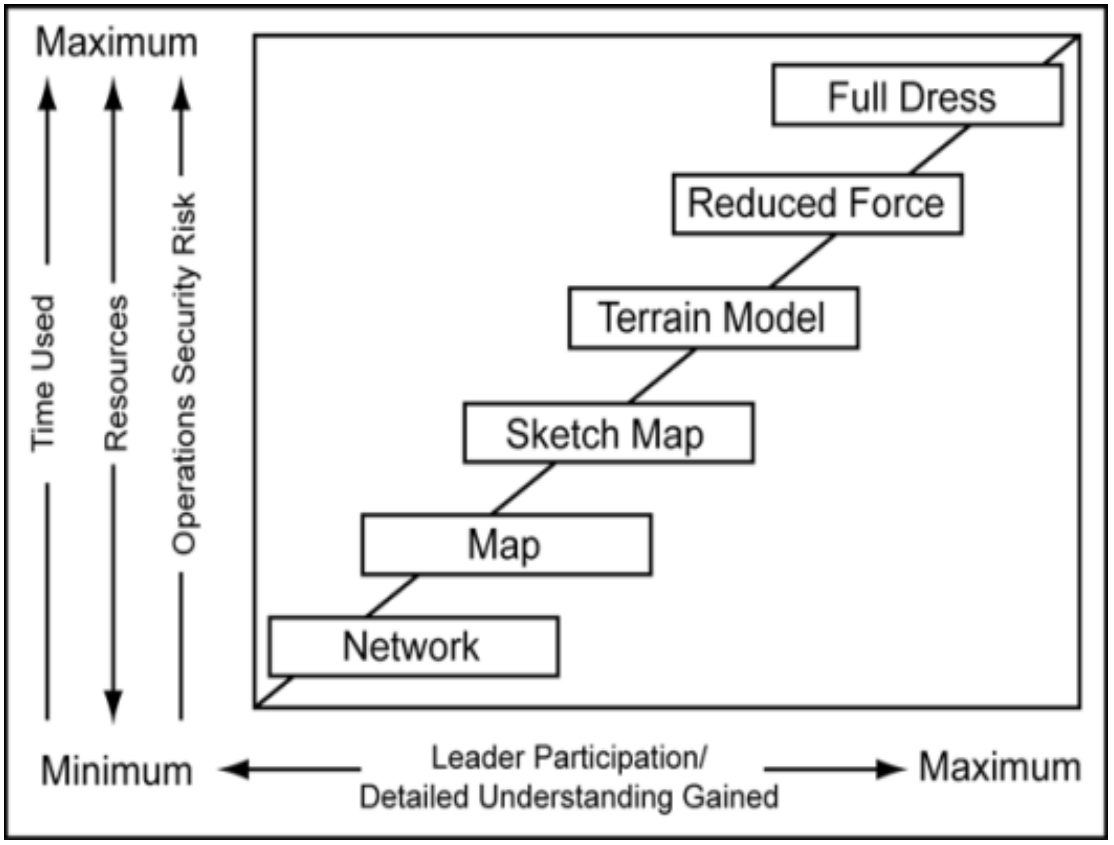
Why Rehearse?

"The best benefit of the ROC Drill was the fact that we had key planners, leaders and commanders of the units who will be supported and supporting this Responsible Drawdown."

Properly executed, Rehearsals —

- ✓ Help commanders ***visualize conditions*** associated with decision making ***before, during, and after*** the operation.
- ✓ Help prepare commanders and staffs to ***synchronize*** the operation ***at key points***. Rehearsals do this by identifying actions, times, and locations that require coordination.
- ✓ ***Reveal unidentified*** external coordination ***requirements.***
- ✓ Support internal coordination by ***identifying tasks needed*** to accomplish ***external coordination***.
- ✓ Help staff sections ***update internal coordination tools***, such as the synch matrix and decision support template.

Rehearsal Techniques

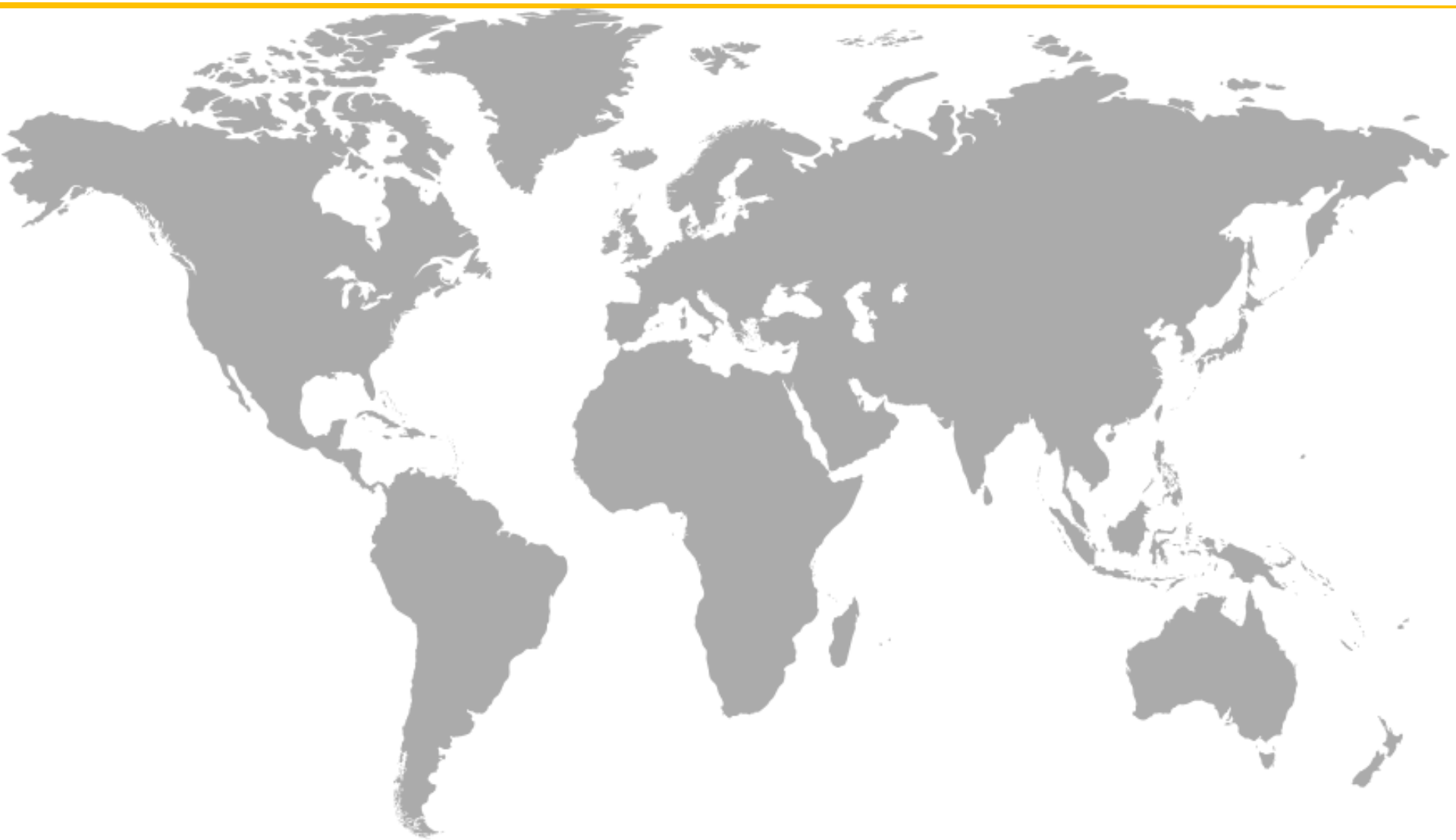


FM 6-0, Figure 12-1

Considerations

- **Time** – the amount of time required to conduct (plan, prepare, execute, and assess) the rehearsal
- **Echelons involved** – the number of echelons that can participate in the rehearsal
- **Operations security risk** – the ease by which adversary can exploit friendly actions from the rehearsal
- **Terrain** – the amount of space needed for the rehearsal

Military Decision Making Process



Military Decision Making Process

1. Receipt of Mission
2. Mission Analysis
3. COA Development
4. COA Analysis (War Game)
5. COA Comparison
6. COA Approval
7. Orders Production

Receipt of Mission: Timeline

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

1. RECEIPT OF MISSION

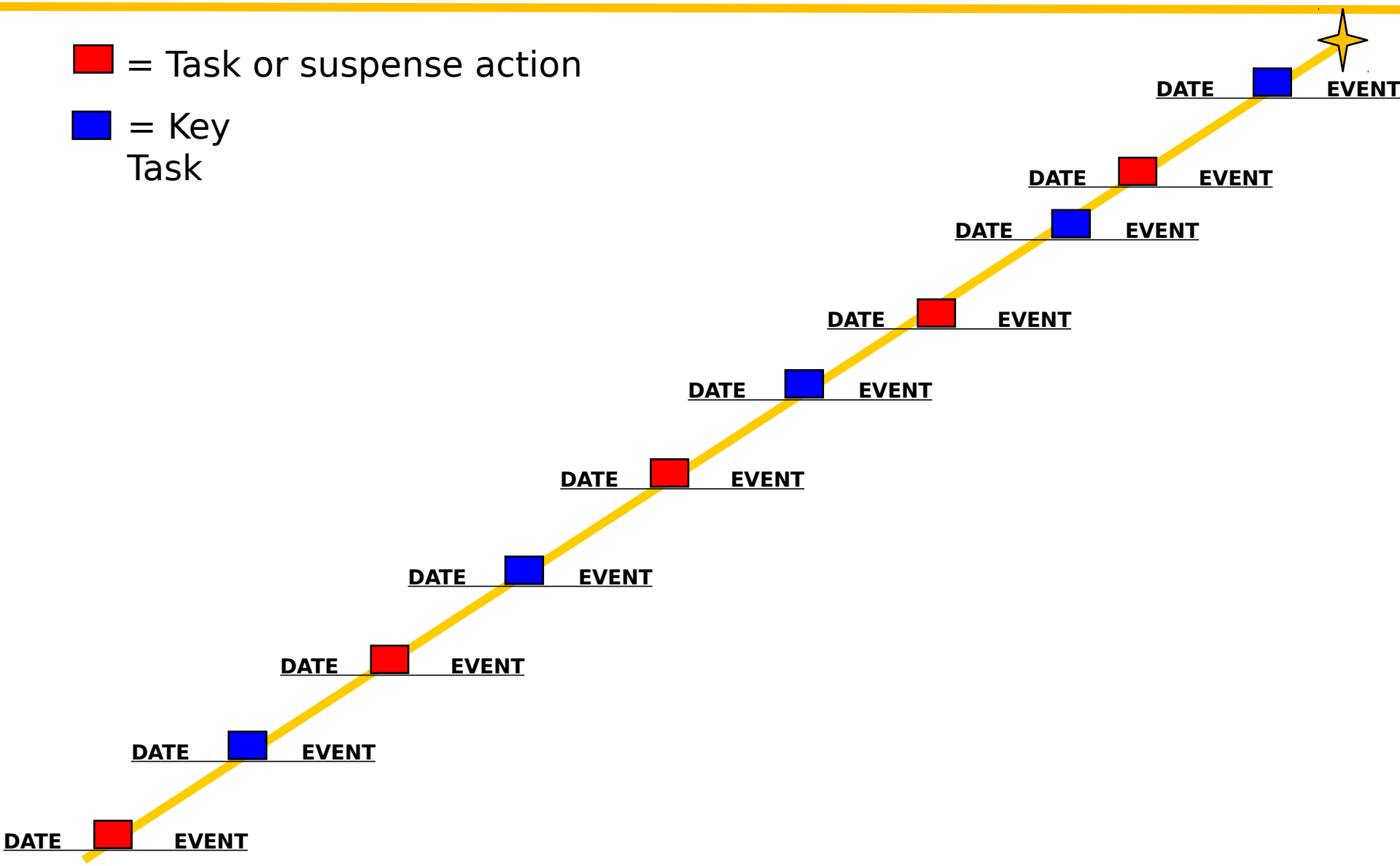
- Alert the staff
  - G1 Sustainment
  - G2 Current Ops Intel
  - G3 Current Ops
  - G4 Sustainment LOG
  - G6 C2 Information Systems
  - G8 Resource Management
- Gather to tools
  - Required FMs
  - Higher OPLAN/OPORD/SOPs
  - Current Estimates
- Update Running Estimates
- Conduct Initial Assessment
  - Time needed
  - Staff experience
- Issue the Commander's Initial Guidance
  - Initial time allocations
  - Are liaisons required?
  - Authorized movement
  - Collaborative planning and locations
  - Additional information requirements
- Issue the Warning Order #1
  - Type of Operations
  - Location

	Action	Time
1.	Receive Initial Guidance	0800
2.	Conduct Mission Analysis	0930
3.	Present Mission Analysis Brief	1500
4.	Conduct Course of Action Development	1800
5.	Present Course of Action Brief	2300
6.	Course of Action Analysis and War-Gaming	0200
7.	Conduct Course of Action Decision Brief	0500
8.		
9.		
10.		
11.		
12.		
13.		

Timeline

= Task or suspense action

= Key Task



Receipt of Mission: Timeline

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  - Time needed
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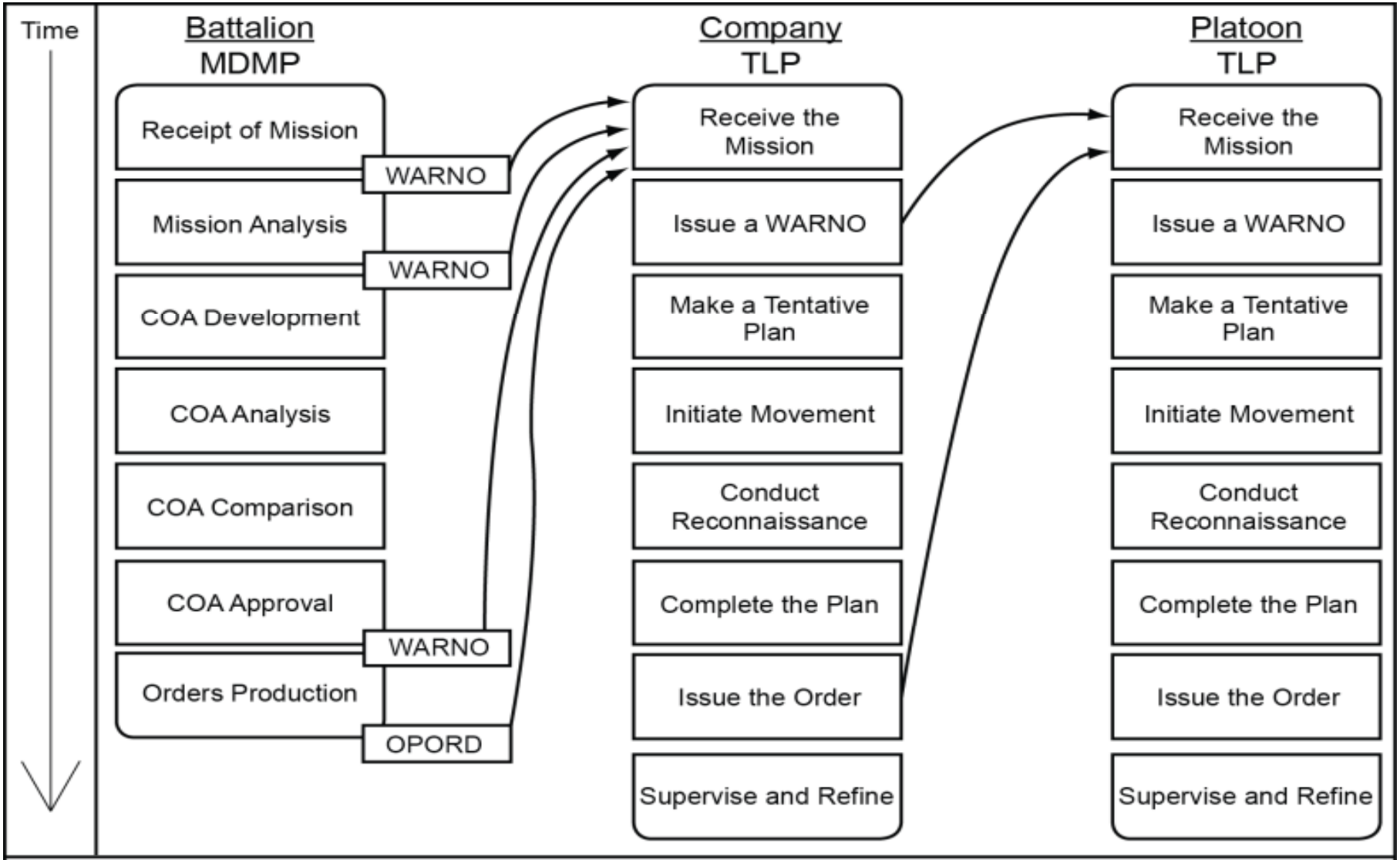
- Issue the Commander's Initial Guidance
  - Initial time allocations
  - Are liaisons required?
  - Authorized movement
  - Collaborative planning and locations
  - Additional information requirements
- Issue the Warning Order #1
  - Type of Operations
  - Location

Microsoft Excel Worksheet

Parallel Planning



COA	course of action	TLP	troop leading procedures
MDMP	military decisionmaking process	WARNO	warning order
OPORD	operation order		

Receipt of Mission

Commander's Initial Guidance

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

1 RECEIPT OF MISSION

- Alert the staff
  - G1 Sustainment
  - G2 Current Ops Intel
  - G3 Current Ops
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  - G6 C2 Information Systems
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- Gather to tools
  - Required FMs
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  - Current Estimates
- Update Running Estimates
- Conduct Initial Assessment
  - Time needed
  - Staff experience
- Issue the Commander's Initial Guidance
  - Initial time allocations
  - Are liaisons required?
  - Authorized movement
  - Collaborative planning and locations
  - Additional information requirements
- Issue the Warning Order #1
  - Type of Operations
  - Location

Definition: The commander determines whether to initiate design, conduct design and MDMP in parallel, or proceed directly into the MDMP without the benefits of formal design activities.

In time-sensitive situations where commanders decide to proceed directly into the MDMP, they may also issue guidance on how to abbreviate the process. Having determined the time available together with the scope and scale of the planning effort, commanders issue initial planning guidance**. Although brief, the initial guidance includes initial time allocations**, a decision to initiate design or go straight into the MDMP, how to abbreviate the MDMP, if required, **necessary coordination to perform**, including liaison officers to exchange, authorized movements and any reconnaissance and surveillance to initiate, collaborative planning times and locations, initial information requirements (IRs), **and additional staff tasks.**

Receipt of Mission

Issue the Warning Order (Minimum Requirements)

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

1. RECEIPT OF MISSION

- Alert the staff
  - G1 Sustainment
  - G2 Current Ops Intel
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  - G6 C2 Information Systems
  - G8 Resource Management
- Gather to tools
  - Required FMs
  - Higher OPLAN/OPORD/SOPs
  - Current Estimates
- Update Running Estimates
- Conduct Initial Assessment
  - Time needed
  - Staff experience
- Issue the Commander's Initial Guidance
  - Initial time allocations
  - Are liaisons required?
  - Authorized movement
  - Collaborative planning and locations
  - Additional information requirements
- **Issue the Warning Order #1**
  - Type of Operations
  - Location

Type of Operation

- Placeholder

General Location of the Operations

- Placeholder

Initial Timeline

- Placeholder

Initial Movement or Reconnaissance

- Placeholder

Receipt of Mission

Issue the Warning Order (Example Template)

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

1. RECEIPT OF MISSION

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  - Time needed
  - Staff experience
- Issue the Commander's Initial Guidance
  - Initial time allocations
  - Are liaisons required?
  - Authorized movement
  - Collaborative planning and locations
  - Additional information requirements
- Issue the Warning Order #1
  - Type of Operations
  - Location

WARNO: XXXX	TIME ZONE: Local	DTG: XXXXXXXXXXX	COPY: X of X COPIES	TASK ORGANZIATION:	EXECUTION

1. SITUATION

a. OPERATING ENVIRONMENT: XXXXXX

b. FRIENDLY FORCES: XXXXX

c. ATTACHMENTS AND DETACHMENTS:

2. MISSION

XXXXX

COMMANDER'S INTENT: XXXXXX

KEY TASKS:	END STATE: XXXXXX
1. XXXX 2. XXXX 3. XXXX 4. XXXX	

3. EXECUTION

a. CONCEPT OF OPERATIONS: XXXXX

b. TASK TO SUBORNIATE ELEMENTS:

Unit W	XXXXX
Unit X	XXXXX
Unit Y	XXXXX
Unit Z	XXXXX

Tasks to Staff: XXXXX

d. COORDINATING INSTRUCTIONS: XXXXX

4. SUSTAINMENT	5. COMMAND AND SIGNAL
XXXXX	XXXXX
XXXXX	XXXXX

Mission Analysis

Analyze higher HQ Order

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

2 MISSION ANALYSIS

- Analyze the higher HQ order
- Perform JIPOE
- Determine Specified, Implied and Essential Tasks
- Review Available Assets and Identify Shortfalls
- Determine Operational Limitations (Constraints /Restraints)
- Identify Critical Facts and Develop Assumptions
- Begin Composite Risk Management
- Develop Initial CCIR and EEFI
- Develop Initial ISR Synchronization Tools
- Develop ISR Plan
- Update Plan for the Use of Available Time
- Develop a Proposed Problem Statement
- Develop Initial Themes and Messages
- Develop a Proposed Mission Statement
- Present the Mission Analysis Briefing
- Develop and Issue Initial Commander's Intent
- Develop and Issue Initial Planning Guidance
- Develop Course of Action Evaluation Criteria

Mission HQ (One Level Up)

Commander's Intent (One level Up)

Concept of Operations (One Level Up)

Mission Analysis

Perform Joint Intelligence of the Operating Environment (JIPOE)

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
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Steps	1 Define the Operational Environment	2 Describe Environmental Effects on Operations	3 Evaluate the threat / adversary	4 Determine threat / adversary courses of action
Sub-Steps	▪ Identify significant characteristics of the environment. ▪ Identify the limits of the command area of operations. ▪ Establish the limits of the area of influence and the area of interest ▪ Evaluate existing databases and identify intelligence gaps. ▪ Initiate collection of information required to	▪ Analyze the environment ▪ Describe the environmental effects on operations and threat and friendly courses of action / describe the battlespace effects on operations and adversary and friendly capabilities and courses of action.	▪ The threat / adversary ▪ Update or create threat / adversary models ▪ Identify threat / adversary capabilities.	▪ Identify the threat's /adversary's likely objectives and desired end state. ▪ Identify the full set of courses of action available to the threat / adversary. ▪ Evaluate and prioritize each course of action. ▪ Develop each course of action. ▪ Identify initial ISR requirements.

What are the conditions, circumstances, and influences that affect the employment of capabilities that influence the decisions of the commander.

Mission Analysis

Determine Specified, Implied & Essential Tasks

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
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Specified Tasks

A specified task is a task specifically assigned to a unit by its higher headquarters.

Implied Tasks

An implied task is a task that must be performed to accomplish a specified task or mission but is not stated in the higher headquarters' order

Essential Task

- An essential task is a specified or implied task that must be executed to accomplish the mission.
- Essential tasks are always included in units mission statement

Mission Analysis

Determine Specified, Implied & Essential Tasks

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
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TASKS	S	I	E
Conduct Casualty Operations	X		X
Ensure the integrity of casualty information		X	
Provide personnel to conduct Personnel Accountability and Strength Reporting at each gateway, APOD, SPOD, LSA (BAT, POLLY, BILLY)	X		X
Maintain Personnel Accountability (assigned and attached personnel to include DA Civilians and contractors) during all Phases	X		X
Submit PERSUM daily NLT 0900Z	X		X
Conduct personnel replacement operations	X	X	
Conduct Essential Personnel Services(Evaluations, Combat Awards, Promotions, Congressional Inquiries, etc… .)	X		
Aid in the development of the HR distribution plan (CLTs, Postal Platoons, and TG PAT); Location of the MMT		X	
Notify the143 ESC if the loss of an O6 and CSM occurs	X		

Mission Analysis

Review Available Assets and Shortfalls

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Equipment

- What equipment do I need to ensure the HR asset has to accomplish their mission?
- What equipment do I need to ensure the HR asset has to protect itself (force protection)?
- What are the redundant capabilitiy do I need to consider?

Facilities

- Does the location of the operation provide the required support?
- If not, what equipment do I need to ensure the HR asset has to ensure the commander can accomplish their mission?

Identified

- What solutions exist until the required support for the HR asset to effectively accomplish?
- Is the shortfall temporary or permanent?
- Where can I make recommendations to reallocate assets and ask the commander to assume risk?

Mission Analysis

Determine Operational Limitations (Constraints / Restraints)

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Constraints

In the context of joint operation planning, a requirement placed on the command by a higher command that *dictates* an action, thus restricting

CONSTRAINTS

- **Personnel replacements will not occur during Phase III unless combat strength is degraded below 80%**
- **Casualty reporting will be conducted on BCS3 only; DCIPS will not be used**
- **System compatibility**
- **For example, General Eisenhower was required to liberate Paris instead of bypassing it during the 1944 campaign in France.**

Restraints

In the context of joint operation planning, a requirement placed on the command by a higher command that *prohibits* an action, thus restricting freedom of action.

Commanders must examine the operational limitations imposed on them, understand their impacts, and develop options that minimize these impacts to promote maximum freedom of action

RESTRAINTS

For example, General MacArthur was prohibited from striking Chinese targets north of the Yalu River during the Korean War.

Mission Analysis
Facts and Assumptions

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- Develop and Issue Initial Planning Guidance
- Develop Course of Action Evaluation Criteria

Facts

A piece of information presented as having objective reality

Assumptions

- An assumption is a deduction on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation

FACTS/ASSUMPTIONS

(F)	Personnel replacements will not occur during Phase III unless combat strength is degraded below 80%
(F)	Postal operations will be suspended during Phase III for units operating forward of the 143 ESC boundary; will resume during Phase IV
(F)	American Red Cross's primary mission is notification and communication services for members in the AOR
(F)	R&R is currently not authorized during this operation
(F)	Ordinary leave is not authorized during this operation
(A)	TPE will be available for immediate use
(A)	In accordance with ALARACT 063/2014 - FRAGORD 1 to HQDA EXORD 010-13, 3SB (Rotational Unit) will be filled to 95% (Aggregate)
(A)	Host Nation will have an S1 equivalent to aid in the establishment of Theater Gateway

Mission Analysis

EXAMPLE Commander's Critical Information Requirements (CCIR

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

2 MISSION ANALYSIS

- Analyze the higher HQ order
- Perform JIPOE
- Determine Specified, Implied and Essential Tasks
- Review Available Assets and Identify Shortfalls
- Determine Operational Limitations (Constraints /Restraints)
- Identify Critical Facts and Develop Assumptions
- Begin Composite Risk Management
- Develop Initial CCIR and EEFI
- Develop Initial ISR Synchronization Tools
- Develop ISR Plan
- Update Plan for the Use of Available Time
- Develop a Proposed Problem Statement
- Develop Initial Themes and Messages
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EXAMPLE CCIR

- **Mail operations have not been conducted at FOB CONNOR for 48 hours**
- **1/214 HR Company (Postal) cannot provide click-and-ship services due to power outage for the past 48 hours**
- **The locator for the remains of MG Wooden is no longer transmitting**
- **Loss of a Casualty Liaison Team**

DEFINITION

An information requirement identified by the commander as being critical to facilitating timely decision-making. The two key elements are friendly force information requirements and priority intelligence requirements.)

Mission Analysis

Proposed Problem Statement

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
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A **PROBLEM STATEMENT** is the description of the primary issue or issues that may impede commanders from achieving their desired end state. A concise problem statement clearly defines the problem or problem set to solve. It considers how tension and competition affect the operational environment by identifying how to transform the current conditions to the desired end state and accounts for the time and space relationships inherent in the problem f

How does 3ID SB provide HR support (Personnel Accountability, Casualty, or Postal) to forces located IVO Yevlak after Phase III: Dominate.

Mission Analysis

Proposed Mission Statement

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
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2 MISSION ANALYSIS

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- **A *MISSION STATEMENT* is a short sentence or paragraph that describes the organization's essential task (or tasks) and purpose—a clear statement of the action to be taken and the reason for doing so. The mission statement contains the elements of who, what, when, where, and why.**

- **Who will execute the operation (unit or organization)?**
- **What is the unit's essential task (tactical mission task)?**
- **When will the operation begin (by time or event) or what is the duration of the operation?**
- **Where will the operation occur (AO, objective, grid coordinates)?**
- **Why will the force conduct the operations (for what purpose)?**

O/O, 1/90 HR (PSTL) will provide postal support to 1/25 SBCT to ensure the timely processing of mail at Camp Underwood.

Mission Analysis

Present the Mission Analysis Briefing

1. RECEIPT OF MISSION
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5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

2 MISSION ANALYSIS

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- Mission, commander's intent, and concept of operations of the HQ one level up (if provided).
- Proposed problem statement.
- Proposed mission statement.
- Review of the commander's initial guidance.
- Specified, implied, and essential tasks.
- Facts and assumptions.
- Operational Limitations (Constraints / Restraints).
- Forces available and resource shortfalls.
- Initial risk assessment.
- Proposed CCIRs and EEFIs.
- Recommended timeline.
- Recommended collaborative planning sessions (if applicable).

NOTE

- **An objective of the structure of this slide deck is to actually use the slides developed during staff MDMP for the Mission Analysis Brief and not to create new slides as a result of staff MDMP.**
- **Technique: When prepared to conduct the Mission Analysis Brief 'SAVE-AS' this slide deck to a known location with a new filename.**
- **Reorder, hide or remove slides not required for the Mission Analysis Brief**
- **At conclusion of the Mission Analysis Brief continue staff MDMP using the original staff MDMP slides for additional required briefs.**

Mission Analysis

Develop and Issue Initial Commander's Intent

1 RECEIPT OF MISSION
2 MISSION ANALYSIS
3 COA DEVELOPMENT
4 COA ANALYSIS (WAR GAME)
5 COA COMPARISON
6 COA APPROVAL
7 ORDERS PRODUCTION

2 MISSION ANALYSIS

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Commander's Intent: The commander's intent is a clear, concise statement of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the desired end state.

Key Tasks: XXX will accomplish my intent through the following key

***Key tasks* are those activities the force must perform as a whole to achieve the desired end state.**

HR assets are allocated in the AO to support operations.

End State: The set of required conditions that defines achievement of the commander's objectives. At the operational and tactical levels, the conditions that, when achieved, accomplish the mission

HR support is established in the AO in support operations and the 25ID is prepared to transition to offensive operations.

Mission Analysis

Develop Course of Action Evaluation Criteria

1. RECEIPT OF MISSION
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- Developing these criteria during mission analysis or as part of commander's planning guidance helps to eliminate a source of bias prior to COA analysis and comparison.
- **Evaluation criteria** address factors that affect success and those that can cause failure. They change from mission to mission and must be clearly defined and understood by all staff members before starting the war game to test the proposed COAs.
- **Normally, the COS (XO) initially determines each proposed criterion with weights based on the assessment of its relative importance and the commander's guidance.**

EXAMPLES

- Evaluation Criteria 1:
- Evaluation Criteria 2:
- Evaluation Criteria 3:
- Evaluation Criteria 4:

Mission Analysis

Issue the Warning Order #2 (Template Type Shown)

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
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WARNO: XXXX	TIME ZONE: Local	DTG: XXXXXXXXXXX	COPY: X of X COPIES	TASK ORGANZIATION:	EXECUTION

1. SITUATION

a. OPERATING ENVIRONMENT: XXXXXX

b. FRIENDLY FORCES: XXXXX

c. ATTACHEMENTS AND DETACHMENTS:

2. MISSION

XXXXX

COMMANDER'S INTENT: XXXXXX

KEY TASKS:
1. XXXX
2. XXXX
3. XXXX
4. XXXX

END STATE: XXXXXX

3. EXECUTION

a. CONCEPT OF OPERATIONS: XXXXX

b. TASK TO SUBORNIATE ELEMENTS:

Unit W	XXXXX
Unit X	XXXXX
Unit Y	XXXXX
Unit Z	XXXXX

Tasks to Staff: XXXXX

d. COORDINATING INSTRUCTIONS: XXXXX

4. SUSTAINMENT	5. COMMAND AND SIGNAL
XXXXX	XXXXX
XXXXX	XXXXX

COA Development

Seek Commander's Input

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
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7. ORDERS PRODUCTION

3 COA DEVELOPMENT

- Assess Relative Combat Power
- Generate Options
- Array Forces
- Develop a Broad Concept
- Prepare Course of Action Statement and Sketch
- Conduct a Course of Action Briefing
- Select or modify Course of Action for Continued Analysis

The commander's direct involvement in COA development greatly aids in producing comprehensive and flexible COAs within the available time. To save time, the commander may also limit the number of COAs to be developed or specify particular COAs not to explore

COA Development

Assess Relative Combat Power

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- Assess Relative Combat Power
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- Conduct a Course of Action Briefing
- Select or modify Course of Action for Continued Analysis

	Specificied/Implied Task 1	Specificied/Implied Task 2	Specificied/Implied Task 3	Specificied/Implied Task 4
Resource 1				
Resource 2				
Resource 3				
Resource 4				
Resource 5				
Resource 6				
Resource 7				
Resource 8				

DEFINITION

- To *assess relative combat* power, planners initially make a rough estimate of force ratios of maneuver units two levels down Planners then compare friendly strengths against enemy weaknesses, and vice versa, for each element of combat power. From these comparisons, they may deduce particular vulnerabilities for each force that may be exploited or may need protection. These comparisons provide planners insight into effective force employment.
- For stability or civil support operations, staffs often determine relative combat power by comparing available resources to specified or implied stability or civil support tasks. This is known as troop-to-task analysis. This analysis provides insight as to what options are available and whether more resources are required. In such operations, the elements of sustainment, movement and maneuver, nonlethal effects, and information may dominate.
- Friendly capabilities that pertain to the operation.
- The types of operations possible from both friendly and enemy perspectives.
- How and where the enemy may be vulnerable.
- How and where friendly forces are vulnerable.
- Additional resources that may be required to execute the mission.
- How to allocate existing resources.

Military Occupational Skill Inventory (MOSI) Example

Microsoft Excel Worksheet

Running Estimates Example

3 SUSTAINMENT BRIGADE PERSONNEL SUMMARY

MOS BY PHYSICAL LOCATION						
LOCATION	MOS	BN	CO	TOTAL PDY	TOTAL TDY	TOTAL HOSP
TF OCTOPUS						
TOTAL BOG TF OCTOPUS						
TF QUAIL	31B	3 STB	252 MP		1	
	35A	3 STB	C/4 FSMU	2		
	35B	3 STB	C/4 FSMU	16		
	42A	3 STB	5/912 HR CO	4		
	68R	541 CSSB	4 CM	1		
	68M	541 CSSB	4 CM	1		
	92B	541 CSSB	4 CM	1		
	921A	541 CSSB	4 CM	1		
	92A	541 CSSB	4 CM	2		
	92R	541 CSSB	4 CM	18		
TOTAL BOG TF OCTOPUS:				48	1	
TF UNICORN	31B	3 STB	252 MP		2	
	31B	3 STB	217 MP		5	
	42A	3 STB	5/912 HR CO		3	
TOTAL BOG TF OCTOPUS:					10	
TF BAIN						
TOTAL BOG TF OCTOPUS:						
TF GOOD						
TOTAL BOG TF OCTOPUS:						
TOTAL BOG WITHOUT TF KALIN ((TCS + TDY + HOSP) - TF KALIN BOG))						220

BOOTS ON THE GROUND					
COUNTRY	3 STB	541 CSSB	419 MCB	TOTAL	CHANGES
TF TOTAL I	34	57	16	107	YES
TF TOTAL A	22	14		36	
TF TOTAL GOOD					
TF TOTAL KALIN	856	841	97	1794	YES
TF TOTAL QUAIL	23	24		47	
TF TOTAL JESUS	18	2		20	
TF TOTAL OCTOPUS					
TF TOTAL BAIN					
TF TOTAL UNICORN	10			10	
TOTAL BOG WITHOU TF KALIN	963	938	113	2014	
TOTAL BOG:					

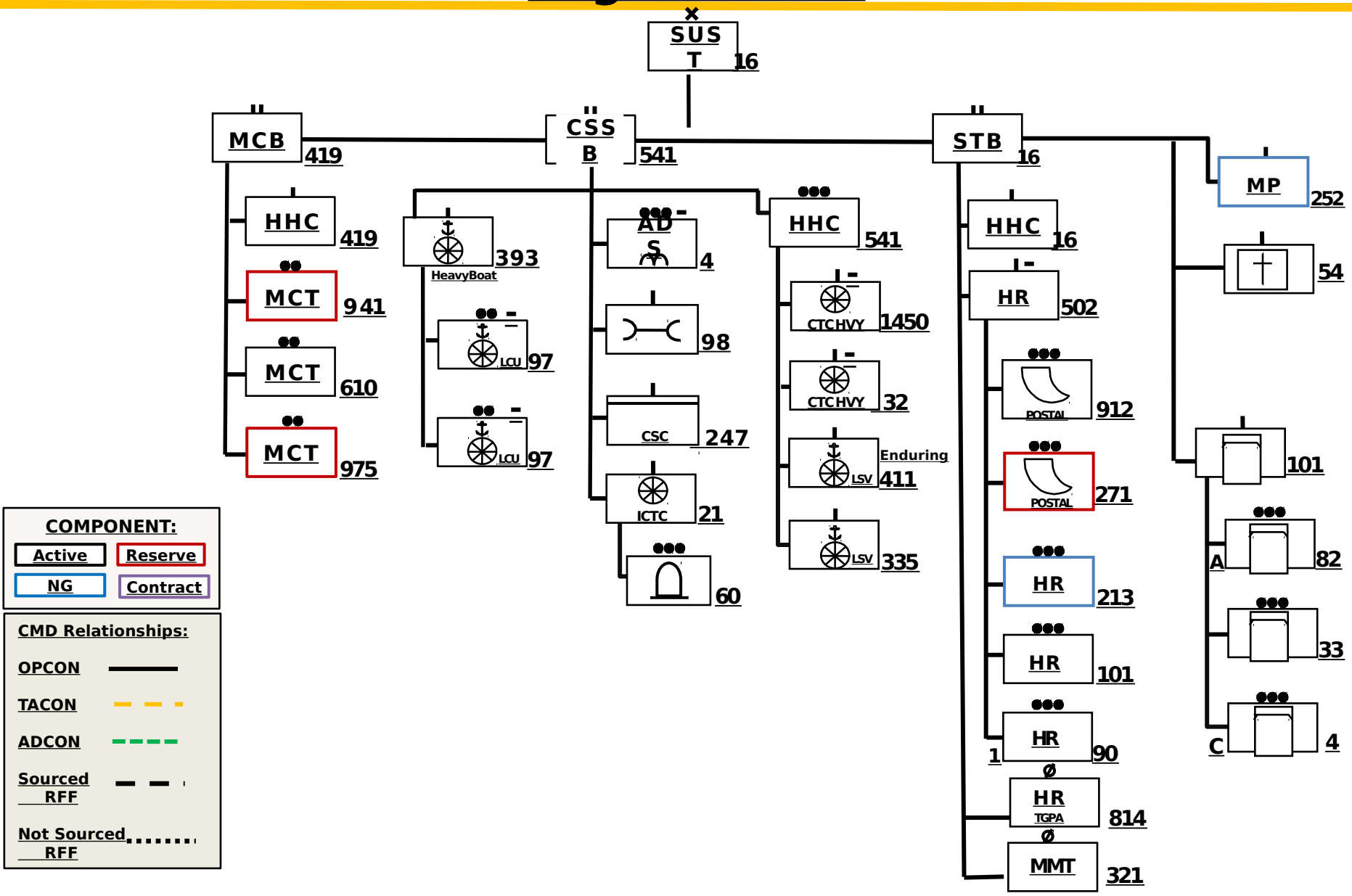
3 SB CONTRACTORS				NON-3SB CONTRACTORS		
CONTRACT	US	NON-US	TOTAL	CONTRACT		ESTIMATED
SSA	43	332	375	K-BOSS	LOGCAP IV(002)	378
ASP	62	186	248		APO/MMT	83
RRSO	3	24	27		CIF	17
HEAVY LIFT VII	20	370	390	Q-BOSS	APO QATAR	10
BULK FUEL	2	40	42	TOTAL NON- 3SB CONT.		488
TOTAL 3 SB CONTRACTORS:	130	952	1082	TOTAL CONTRACTORS:		1570

TF KALIN BREAKDOWN					3 SB ATTACHMENTS	
LOCATION	3 STB	541 CSSB	419 MCB	TOTAL 3 SB	ATTCHED TO	PAX
ARIFJAN	805	336	75	1216	ARCENT	8
ALI AL SALEM	11	5	19	35	1 TSC	3
BUEHRING	35	433	3	471	TOTAL ATTCH	11
KUWAIT NAVAL BASE	5	67		72		
TOTAL:	856	841	97	1794		

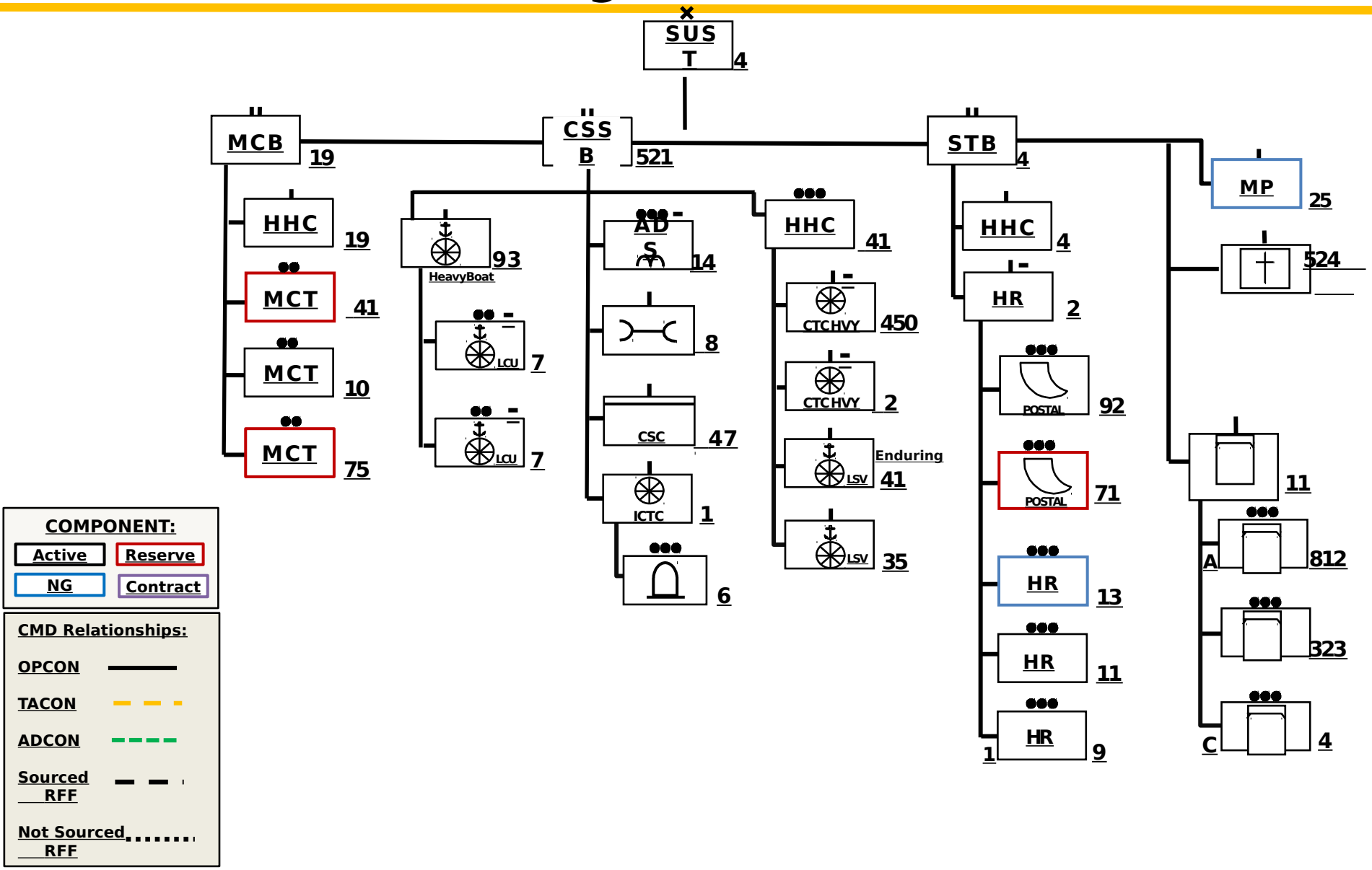
CHANGES DEFINED:		
3 STB	419 MCB	541 CSSB
(HHC) 5 PAX TO TF D TO TF K (1/271 HR CO) (HHC) 5 PAX TF F TO TF K (1/271 HR CO) 3 PAX TF C TO TF K (HHC/ 1 SB) 1 PAX TF K TO TF F (HHC/ 1 SB) 3 PAX TF K TO TF C	NO CHANGES	(HHC) 2 PAX TF C TO TF K

3 SUSTAINMENT BRIGADE PERSONNEL SUMMARY

16 Sustainment Brigade Task Organization



4 Sustainment Brigade Task Organization



HR Asset Tracker

Country:		HR ASSET TRACKER		2016									2017		
1/5/2016				2Q			3Q			4Q			1Q		
LAD	BOG	Location	Unit Name/Type	January	February	March	April	May	June	July	August	September	October	November	December

COA Development
Array Forces

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
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4. COA ANALYSIS (WAR GAME)
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7. ORDERS PRODUCTION

3 COA DEVELOPMENT

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- Generate Options
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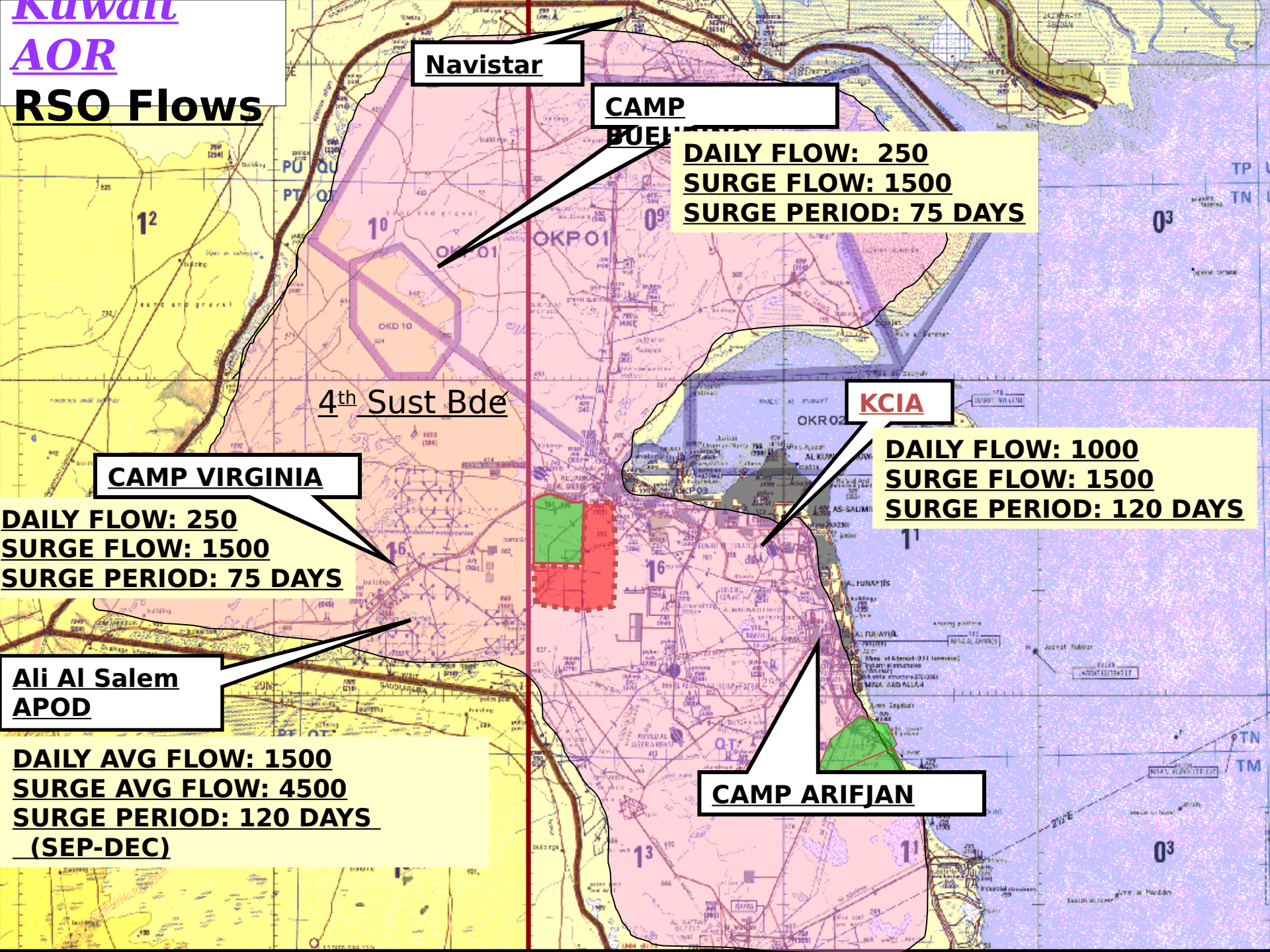
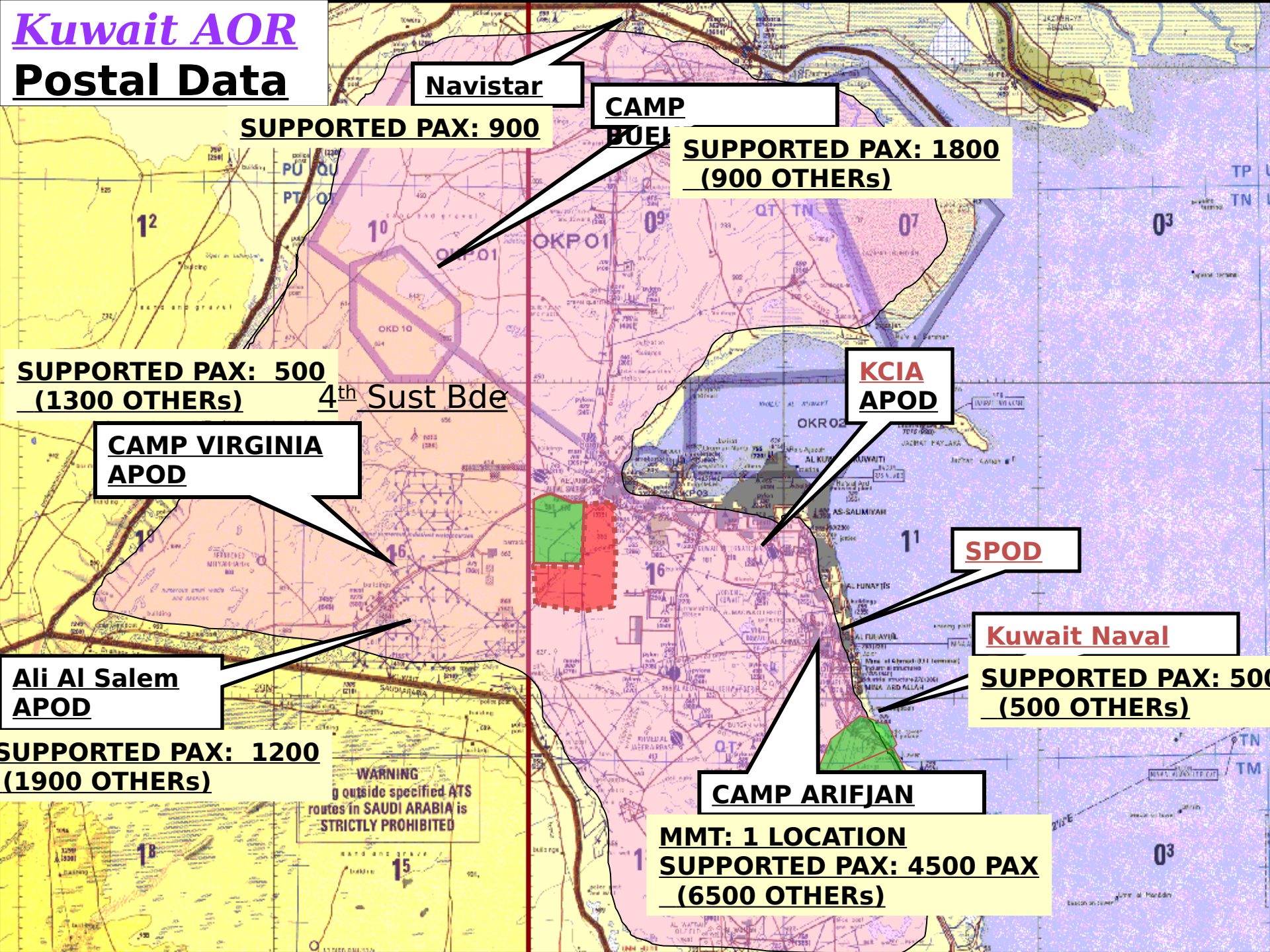
The initial array identifies the total number of units needed and identifies possible methods of dealing with the enemy and stability tasks.

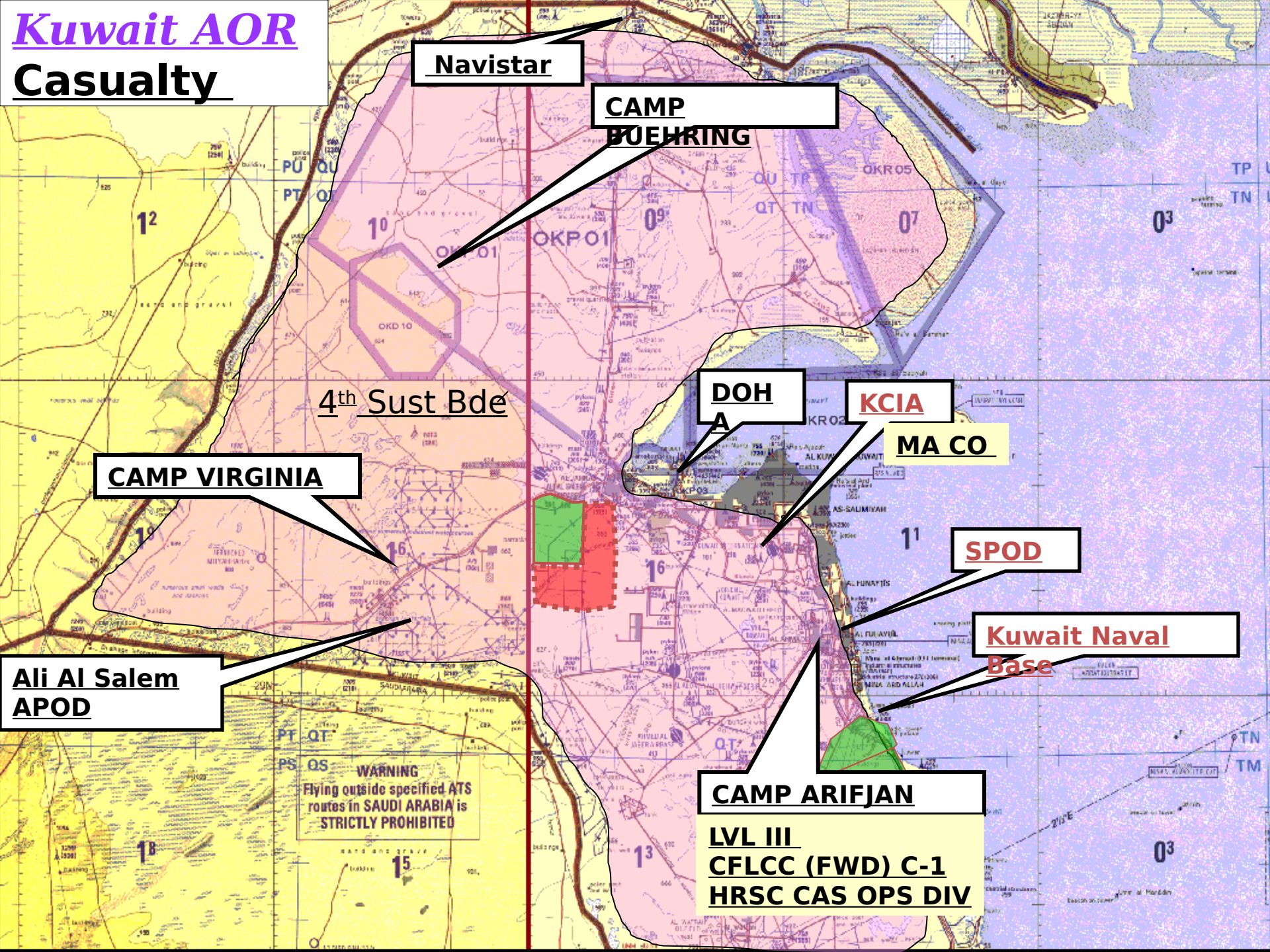
If the number arrayed is less than the number available, planners place additional units in a pool for use during the develop a concept step.

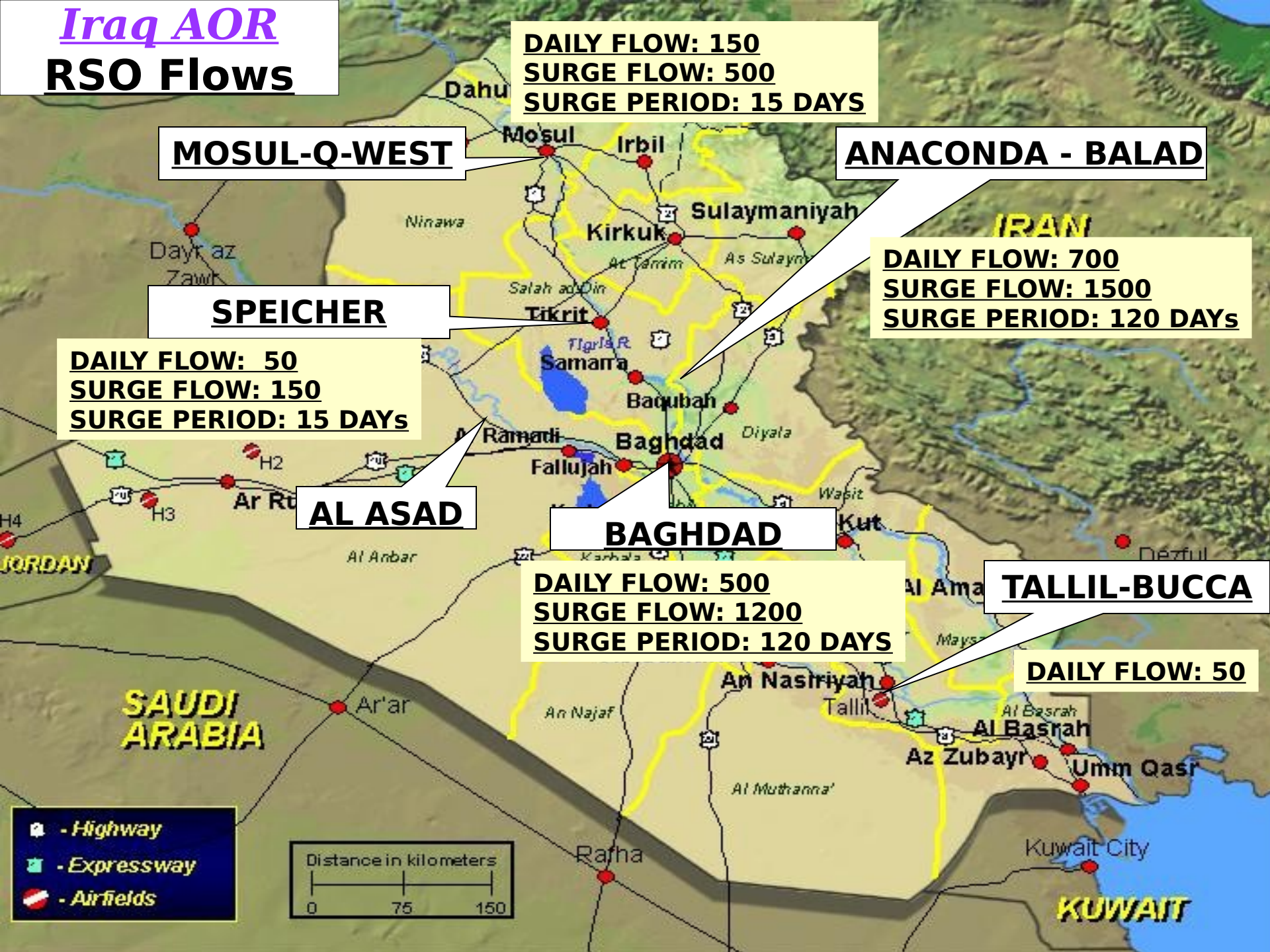
If the number of units arrayed exceeds the number available and the difference cannot be compensated for with intangible factors, the staff determines whether the COA is feasible.

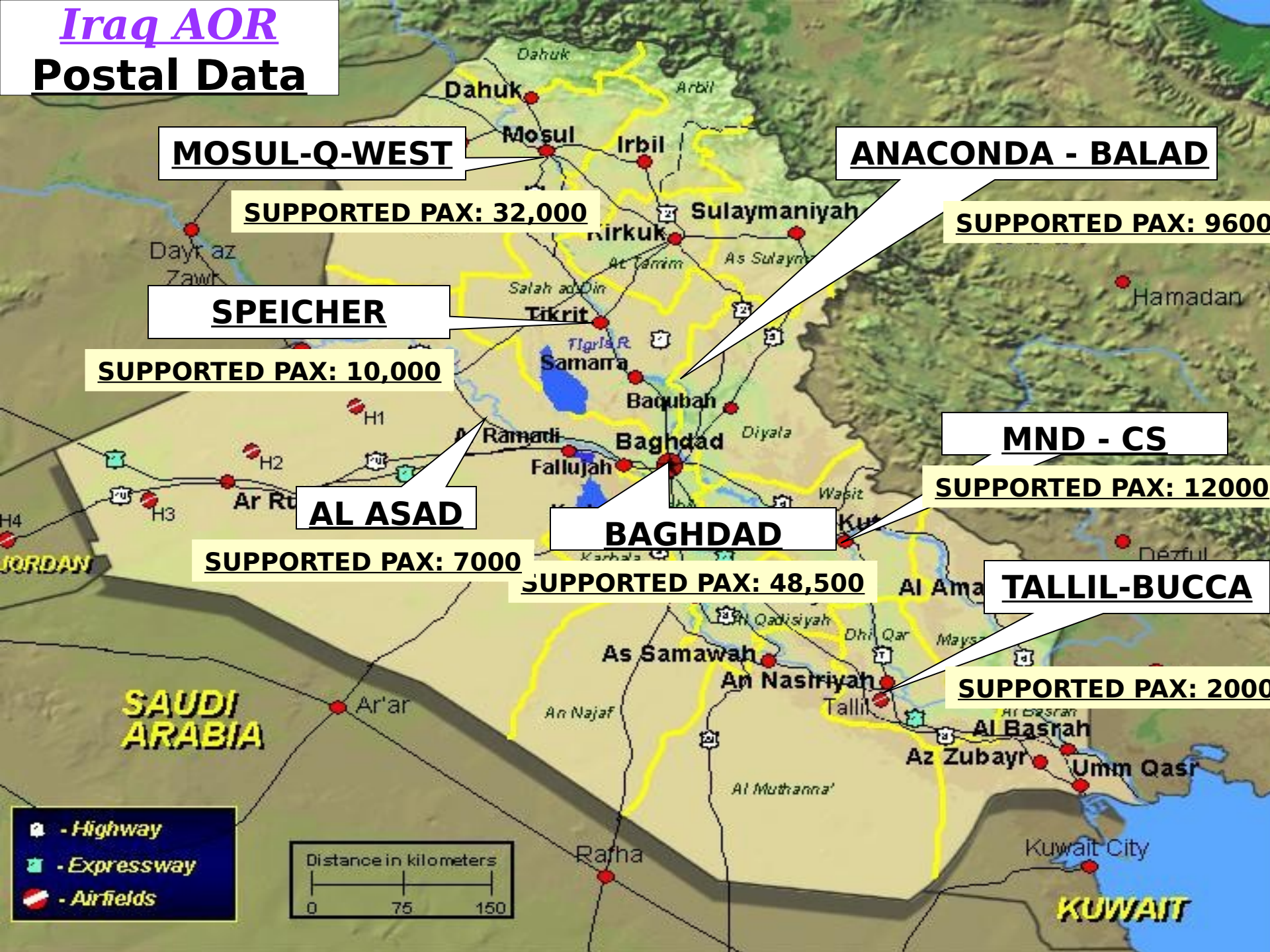
Ways to make up the shortfall include requesting additional resources, accepting risk in that portion of the AO, or executing tasks required for the COA sequentially rather than simultaneously.

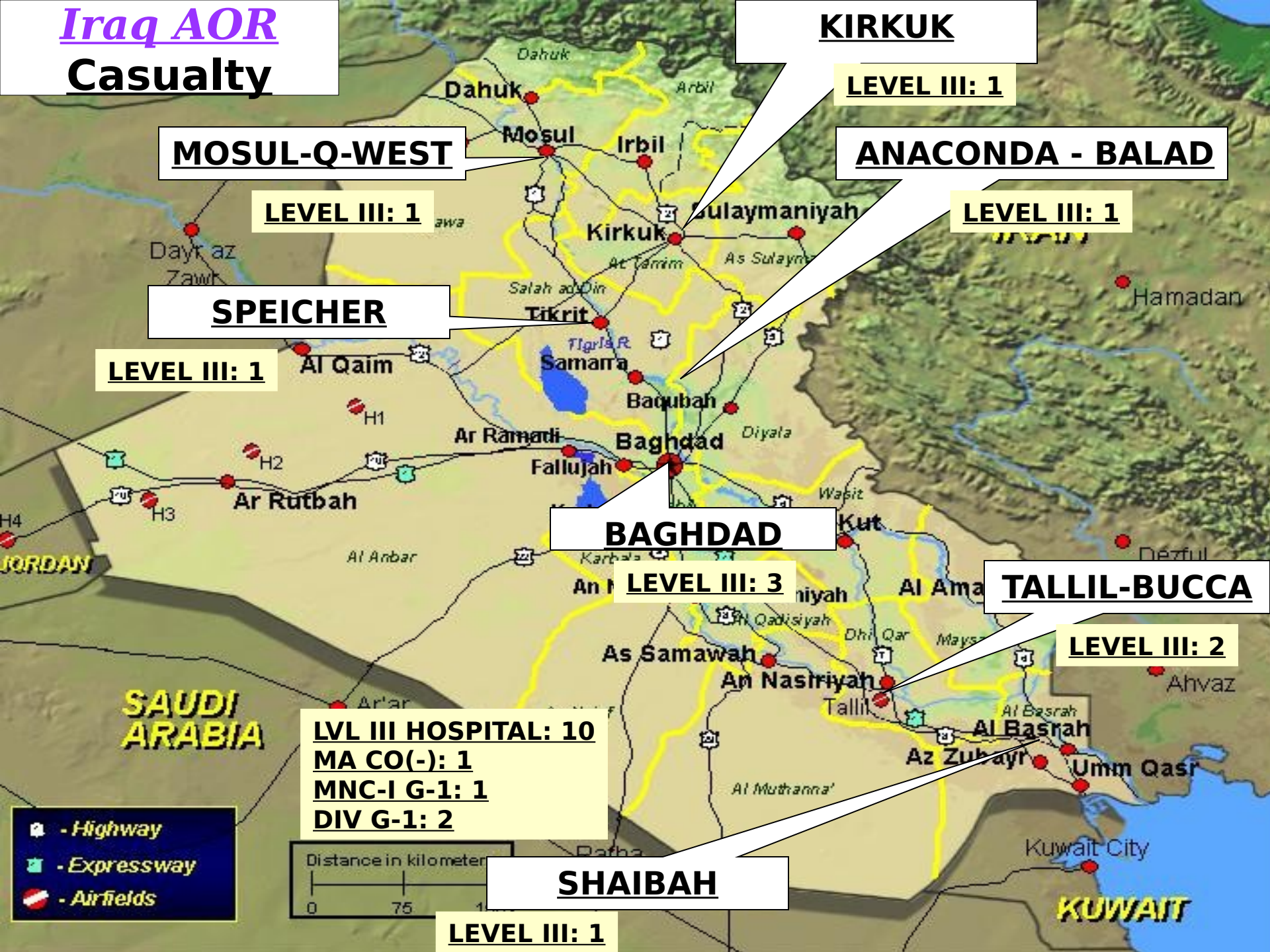

Kuwait
AOR
RSO Flows
Navistar
CAMP
DAILY FLOW: 250
SURGE FLOW: 1500
SURGE PERIOD: 75 DAYS
4th Sust Bde
KCIA
DAILY FLOW: 1000
SURGE FLOW: 1500
SURGE PERIOD: 120 DAYS
CAMP VIRGINIA
DAILY FLOW: 250
SURGE FLOW: 1500
SURGE PERIOD: 75 DAYS
Ali Al Salem
APOD
DAILY AVG FLOW: 1500
SURGE AVG FLOW: 4500
SURGE PERIOD: 120 DAYS
(SEP-DEC)
CAMP ARIFJAN

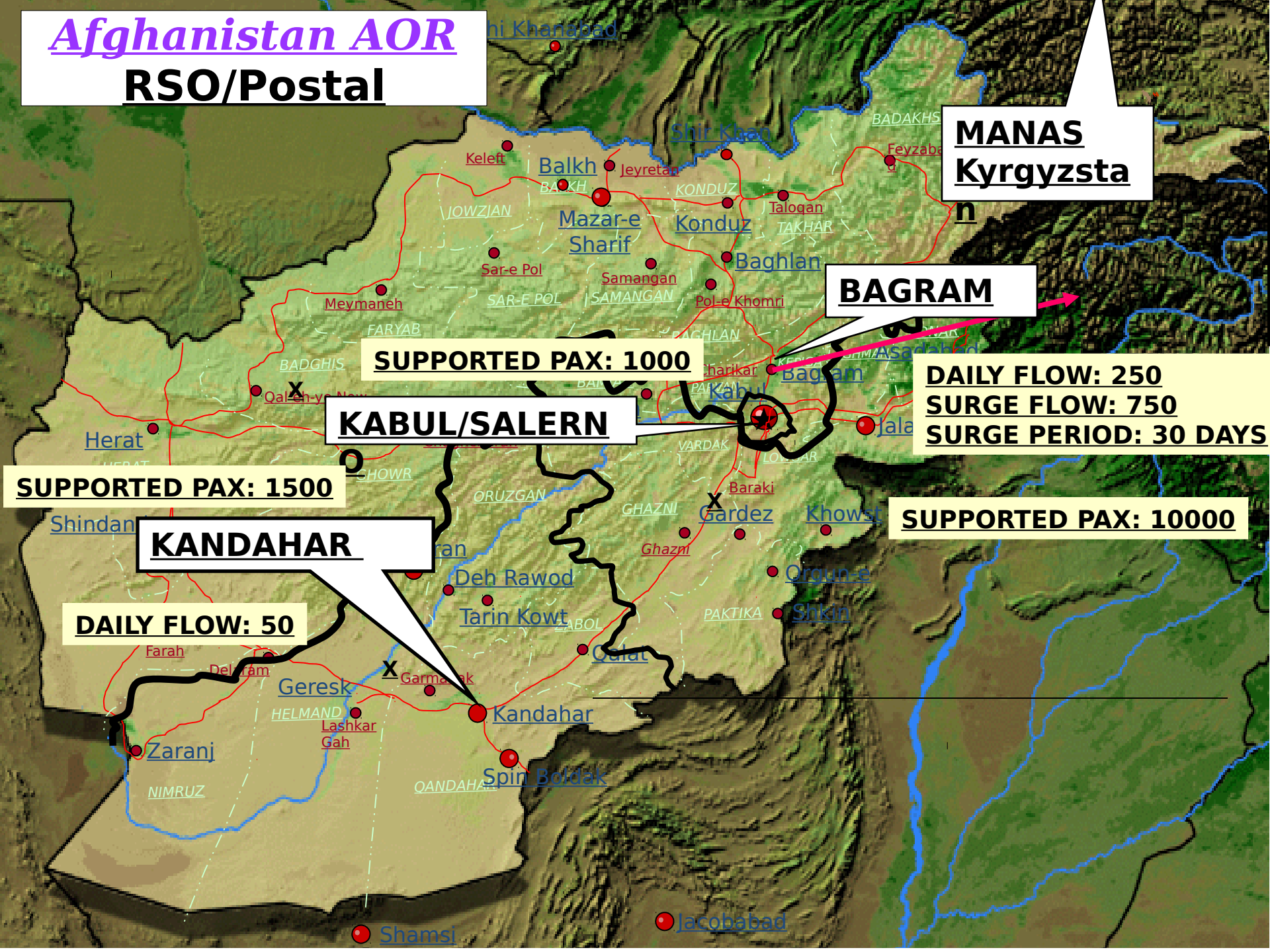

Kuwait AOR
Postal Data
Navistar
SUPPORTED PAX: 900
CAMP BUEHRING
SUPPORTED PAX: 1800
(900 OTHERs)
SUPPORTED PAX: 500
(1300 OTHERs)
4th Sust Bde
KCIA
APOD
CAMP VIRGINIA
APOD
SPOD
Kuwait Naval
SUPPORTED PAX: 500
(500 OTHERs)
Ali Al Salem
APOD
SUPPORTED PAX: 1200
(1900 OTHERs)
WARNING
outside specified ATS
routes in SAUDI ARABIA is
STRICTLY PROHIBITED
CAMP ARIFJAN
MMT: 1 LOCATION
SUPPORTED PAX: 4500 PAX
(6500 OTHERs)

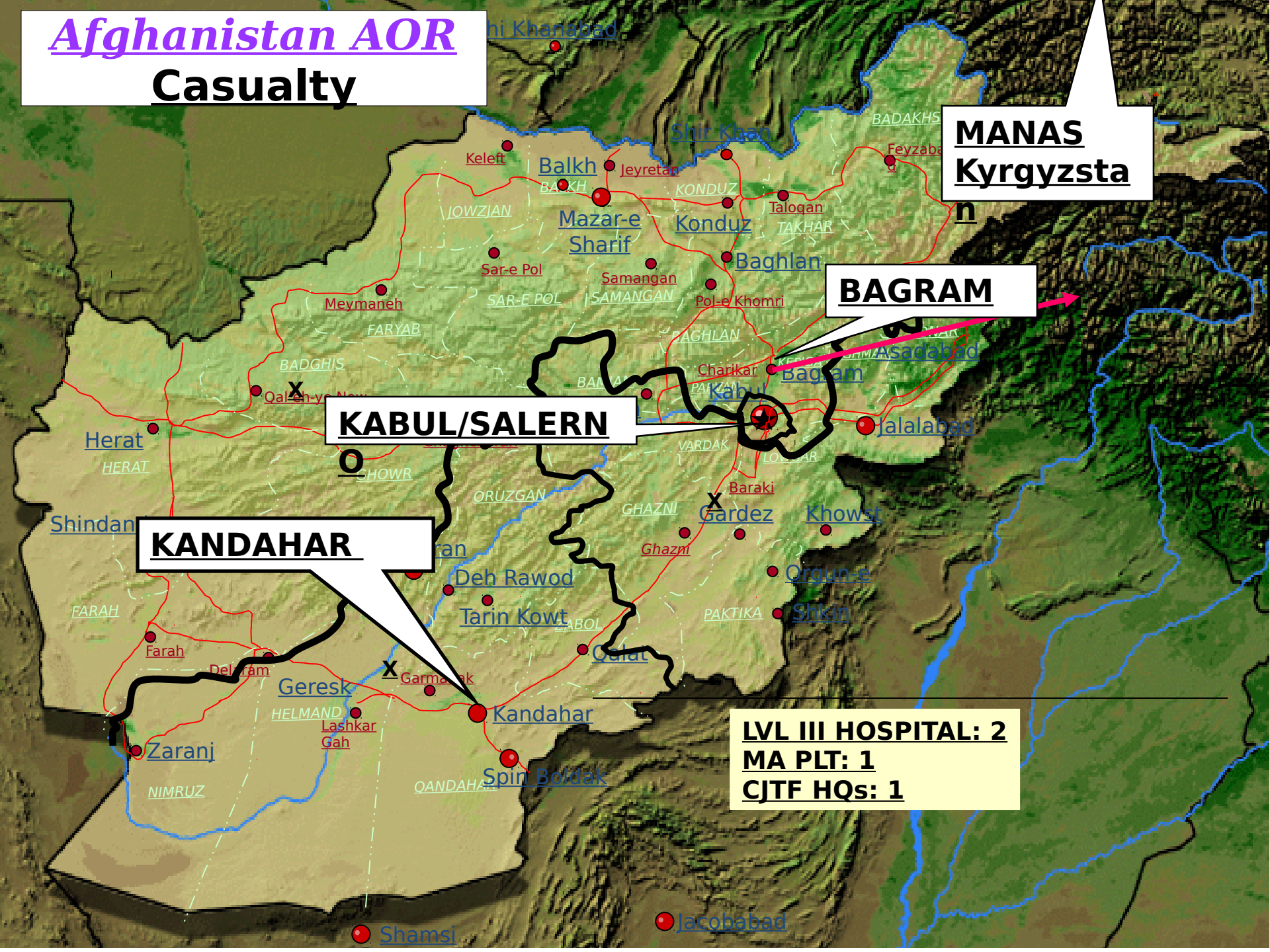

Kuwait AOR
Casualty
Navistar
CAMP BUEHRING
4th Sust Bde
DOH A
KCIA
MA CO
CAMP VIRGINIA
SPOD
Kuwait Naval Base
Ali Al Salem APOD
CAMP ARIFJAN
LVL III
CFLCC (FWD) C-1
HRSC CAS OPS DIV
WARNING
Flying outside specified ATS routes in SAUDI ARABIA is STRICTLY PROHIBITED


Iraq AOR
RSO Flows
DAILY FLOW: 150
SURGE FLOW: 500
SURGE PERIOD: 15 DAYS
MOSUL-Q-WEST
ANACONDA - BALAD
DAILY FLOW: 700
SURGE FLOW: 1500
SURGE PERIOD: 120 DAYs
SPEICHER
DAILY FLOW: 50
SURGE FLOW: 150
SURGE PERIOD: 15 DAYs
AL ASAD
BAGHDAD
DAILY FLOW: 500
SURGE FLOW: 1200
SURGE PERIOD: 120 DAYS
TALLIL-BUCCA
DAILY FLOW: 50
Mosul
Irbil
Sulaymaniyah
Kirkuk
Tikrit
Samarra
Baqubah
Baghdad
Ramadi
Fallujah
Kut
Dezful
An Nasiriyah
Tallil
Al Basrah
Az Zubayr
Umm Qasr
Ar'ar
Rafha
Kuwait City
IRAN
SAUDI ARABIA
KUWAIT
JORDAN
Ninawa
Diyala
Wasit
Al Anbar
An Najaf
Al Muthanna'
H2
H3
H4
- Highway
- Expressway
- Airfields
Distance in kilometers
0
75
150


Iraq AOR
Postal Data
MOSUL-Q-WEST
SUPPORTED PAX: 32,000
ANACONDA - BALAD
SUPPORTED PAX: 9600
SPEICHER
SUPPORTED PAX: 10,000
AL ASAD
SUPPORTED PAX: 7000
BAGHDAD
SUPPORTED PAX: 48,500
MND - CS
SUPPORTED PAX: 12000
TALLIL-BUCCA
SUPPORTED PAX: 2000
Dahuk
Mosul
Irbil
Kirkuk
Sulaymaniyah
Dayr az Zawr
Hamadan
Tikrit
Samarra
Baqubah
Ramadi
Baghdad
Fallujah
Diyala
Wasit
Dezful
Karbala
An Najaf
Al Qadisiyah
Dhi Qar
As Samawah
An Nasiriyah
Tallil
Al Basrah
Az Zubayr
Umm Qasr
Al Muthanna'
Ar'ar
Rafha
Kuwait City
SAUDI ARABIA
KUWAIT
JORDAN
H1
H2
H3
H4
- Highway
- Expressway
- Airfields
Distance in kilometers
0
75
150


Iraq AOR
Casualty
KIRKUK
LEVEL III: 1
MOSUL-Q-WEST
LEVEL III: 1
ANACONDA - BALAD
LEVEL III: 1
SPEICHER
LEVEL III: 1
BAGHDAD
LEVEL III: 3
TALLIL-BUCCA
LEVEL III: 2
SHAIBAH
LEVEL III: 1
LVL III HOSPITAL: 10
MA CO(-): 1
MNC-I G-1: 1
DIV G-1: 2
Dahuk
Mosul
Irbil
Kirkuk
Sulaymaniyah
Dayr az Zawr
Hamadan
Tikrit
Al Qaim
Samarra
Baqubah
Ar Ramadi
Baghdad
Fallujah
Ar Rutbah
Kut
Dezful
Al Anbar
As Samawah
An Nasiriyah
Ahvaz
Al Basrah
Az Zubayr
Umm Qasr
Kuwait City
SAUDI ARABIA
KUWAIT
JORDAN
IRAN
H1
H2
H3
H4
- Highway
- Expressway
- Airfields
Distance in kilometers
0
75


Afghanistan AOR
RSO/Postal
MANAS
Kyrgyzsta
n
BAGRAM
SUPPORTED PAX: 1000
DAILY FLOW: 250
SURGE FLOW: 750
SURGE PERIOD: 30 DAYS
KABUL/SALERN
SUPPORTED PAX: 1500
SUPPORTED PAX: 10000
KANDAHAR
DAILY FLOW: 50
Khanabad
Shir Khan
Keleft
Balkh
Jeyretan
Mazar-e Sharif
Konduz
Taloqan
Baghlan
Sar-e Pol
Samangan
Pol-e Khomri
Meymaneh
Charikar
Bagram
Herat
Shindand
Baraki Gardez
Khowst
Ghazni
Deh Rawod
Tarin Kowt
Orgun-e
Shkin
Qalat
Farah
Delaram
Geresk
Garmsir
Kandahar
Lashkar Gah
Zaranj
Spin Boldak
Shamsi
Jacobabad
BADAKHSHAN
KONDUZ
TAKHAR
JOWZJAN
SAR-E POL
SAMANGAN
FARYAB
BADGHIS
PARWAN
KABUL
VARDAK
LOGAR
GHAZNI
ORUZGAN
PAKTIKA
HELMAND
NIMRUZ
QANDAHAR


Afghanistan AOR
Casualty
MANAS
Kyrgyzsta
n
BAGRAM
KABUL/SALERN
KANDAHAR
LVL III HOSPITAL: 2
MA PLT: 1
CJTF HQs: 1
Khanabad
Keleft
Balkh
Jeyretan
Shir Khan
BADAKHS
Feyzaba
d
Mazar-e
Sharif
Konduz
Taloqan
TAKHAR
KONDUZ
JOWZJAN
Baghlan
Sar-e Pol
Samangan
Meymaneh
SAR-E POL
SAMANGAN
Pol-e Khomri
FARYAB
BADGHIS
Charikar
Bagram
Sadabad
Herat
HERAT
Jalalabad
VARDAK
Baraki
Gardez
Khowst
GHAZNI
ORUZGAN
Shindan
Ghazni
Deh Rawod
Orgun-e
Tarin Kowt
PAKTIKA
Shkin
FARAH
Farah
Qalat
Geresk
Kandahar
HELMAND
Lashkar
Gah
Zaranj
Spin Boldak
NIMRUZ
QANDAHAR
Shamsi
Jacobabad

COA Development

Conduct COA Briefing

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

3 COA DEVELOPMENT

- Assess Relative Combat Power
- Generate Options
- Array Forces
- Develop a Broad Concept
- Prepare Course of Action Statement and Sketch
- Conduct a Course of Action Briefing
- Select or modify Course of Action for Continued Analysis

- An updated JIPOE, if applicable.
- Possible enemy COAs, if applicable.
- **The approved problem statement and mission statement.**
- The commander's and higher commander's intent.
- **COA statements and sketches.**
- Rationale for each COA, including:
  - Considerations that might affect enemy COAs.
  - Critical events for each COA.
  - **Deductions resulting from the relative combat power analysis.**
  - The reason units are arrayed as shown on the sketch.
  - The reason the staff used the selected control measures.
  - The impact on civilians.
  - How it accounts for minimum essential stability tasks.
  - **Updated facts and assumptions.**
  - Refined COA evaluation criteria

NOTE

- **An objective of the structure of this slide deck is to actually use the slides developed during staff MDMP for the COA Brief and not to create new slides as a result of staff MDMP.**
- **Technique: When prepared to conduct the COA Brief 'SAVE-AS' this slide deck to a known location with a new filename.**
- **Reorder, hide or remove slides not required for the COA Brief.**
- **At conclusion of the COA Brief continue staff MDMP using the original staff MDMP slides for additional required briefs.**

COA Analysis (War-Game)

List Friendly Forces and Facts

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

4 COA ANALYSIS (WAR GAME)

- Gather the Tools
- List all Friendly Forces
- List relevant facts (added)
- List Assumptions
- List Known Critical Events and Decision Points
- Select War-Gaming Method
- Select a Technique to Record and Display Results
- War-Game the Operation and Assess the Results
- Conduct a War-Game Briefing (Optional)

(Optional)

Friendly Forces

The commander and staff consider all units that can be committed to the operation, paying special attention to support relationships and constraints. This list must include assets from all participants operating in the AO. The friendly forces list remains constant for all COAs.

Facts

- **A piece of information presented as having objective reality**
- **Additional facts not outlined during Mission Analysis that affect COA analysis.**
- **Facts apply to all COAs.**

COA Analysis (War-Game)

List Assumptions (COA 1 and COA 2)

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

4 COA ANALYSIS (WAR GAME)

- Gather the Tools
- List all Friendly Forces
- List relevant facts (added)
- List Assumptions
- List Known Critical Events and Decision Points
- Select War-Gaming Method
- Select a Technique to Record and Display Results
- War-Game the Operation and Assess the Results
- Conduct a War-Game Briefing (Optional)

(Optional)

Assumptions COA 1

- An *assumption* is a supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action.
- The key is that *assumptions* are required for future planning in support of Commander's decision making.

Assumptions COA 2

- An *assumption* is a supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action.
- The key is that *assumptions* are required for future planning in support of Commander's decision making.

COA Analysis (War-Game)

Critical Events and Decision Points

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

4 COA ANALYSIS (WAR GAME)

- Gather the Tools
- List all Friendly Forces
- List relevant facts (added)
- List Assumptions
- List Known Critical Events and Decision Points
- Select War-Gaming Method
- Select a Technique to Record and Display Results
- War-Game the Operation and Assess the Results
- Conduct a War-Game Briefing (Optional)

Critical Events

Critical events **are those that directly influence mission accomplishment. They include events that trigger significant actions or decisions , complicated actions requiring detailed study and essential tasks. The list of critical events includes major events from the unit's current position through mission accomplishment. It includes reactions by civilians that might affect operations or that will require allocation of significant assets to account for essential stability tasks.**

PASSAGE OF LINES OR COMMITTING THE STRATEGIC

Decision Points

A *decision point* is a point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action. Decision points may also be associated with the friendly force and the status of ongoing operations. A decision point may be associated with CCIRs that describe what information the commander needs to make the anticipated decision. A decision point requires a decision by the commander. It does not dictate what the decision is, only that the commander must make one, and when and where it should be made to maximally impact friendly or enemy COAs or the accomplishment of stability tasks.

COA Comparison

Conduct Advantages and Disadvantages Analysis

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

5 COA COMPARISON

- Conduct Advantages and Disadvantage Analysis
- Compare Courses of Action
- Conduct a Course of Action Decision Briefing

DEFINITION

The COA comparison starts with all staff members analyzing and evaluating the advantages and disadvantages of each COA from their perspectives. Staff members each present their findings for the others' consideration. Using the evaluation criteria developed before the war game, the staff outlines each COA, highlighting its advantages and disadvantages. Comparing the strengths and weaknesses of the COAs identifies their advantages and disadvantages with respect to each other.

	Advantages	Disadvantages
Course of Action 1	▪ X ▪ X	▪ X ▪ X
Course of Action 2	▪ X ▪ X	▪ X ▪ X
Course of Action 3	▪ X ▪ X	▪ X ▪ X
Course of Action 4	▪ X ▪ X	▪ X ▪ X

COA Comparison

Compare Courses of Action

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

5. COA COMPARISON

- Conduct Advantages and Disadvantage Analysis
- Compare Courses of Action
- Conduct a Course of Action Decision Briefing

Criteria[1]	Weight	COA 1[3]		COA 2[3]		COA 3[3]		COA 4[3]	
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
MANUEVER	3	2	6	3	9	1	3	1	3
SIMPLICITY	4	3	12	1	4	2	8	1	4
INTELLGENCE	1	2	2	1	1	1	1	1	1
CIVIL CONTROL	1	1	1	2	2	2	2	3	3
SUSTAINMENT	1	3	3	3	3	1	1	2	2
MISSION COMMAND	1	1	1	2	2	3	3	3	3
TACTICAL RISK	2	2	4	1	2	3	6	1	2
FUTURE OPS POSTURE	1	1	1	2	2	3	3	1	1
Totals		17	30		25		27		19

COA Approval

Commander's Final Planning Guidance

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

6 COA APPROVAL

- Commander Issues Final Planning Guidance
- Issue Warning Order #3

After selecting a COA, the commander issues the final planning guidance. The final planning guidance includes a refined commander's intent (if necessary) and new CCIRs to support execution. It also includes any additional guidance on priorities for the **warfighting functions**, orders preparation, rehearsal, and preparation. This guidance includes **priorities for resources** needed to preserve freedom of action and ensure continuous sustainment

COA Approval

Issue the Warning Order #3 (Template Type Shown)

1. RECEIPT OF MISSION
2. MISSION ANALYSIS
3. COA DEVELOPMENT
4. COA ANALYSIS (WAR GAME)
5. COA COMPARISON
6. COA APPROVAL
7. ORDERS PRODUCTION

6 COA APPROVAL

- Commander Issues Final Planning Guidance
- Issue Warning Order #3

WARNO: XXXX	TIME ZONE: Local	DTG: XXXXXXXXXXX	COPY: X of X COPIES	TASK ORGANZIATION:	EXECUTION

1. SITUATION

a. OPERATING ENVIRONMENT: XXXXXX

b. FRIENDLY FORCES: XXXXX

c. ATTACHEMENTS AND DETACHMENTS:

2. MISSION

XXXXX

COMMANDER'S INTENT: XXXXXX

KEY TASKS:	END STATE: XXXXXX
1. XXXX 2. XXXX 3. XXXX 4. XXXX	

3. EXECUTION

a. CONCEPT OF OPERATIONS: XXXXX

b. TASK TO SUBORNIATE ELEMENTS:

Unit W	XXXXX
Unit X	XXXXX
Unit Y	XXXXX
Unit Z	XXXXX

Tasks to Staff: XXXXX

d. COORDINATING INSTRUCTIONS: XXXXX

4. SUSTAINMENT	5. COMMAND AND SIGNAL
XXXXX	XXXXX
XXXXX	XXXXX

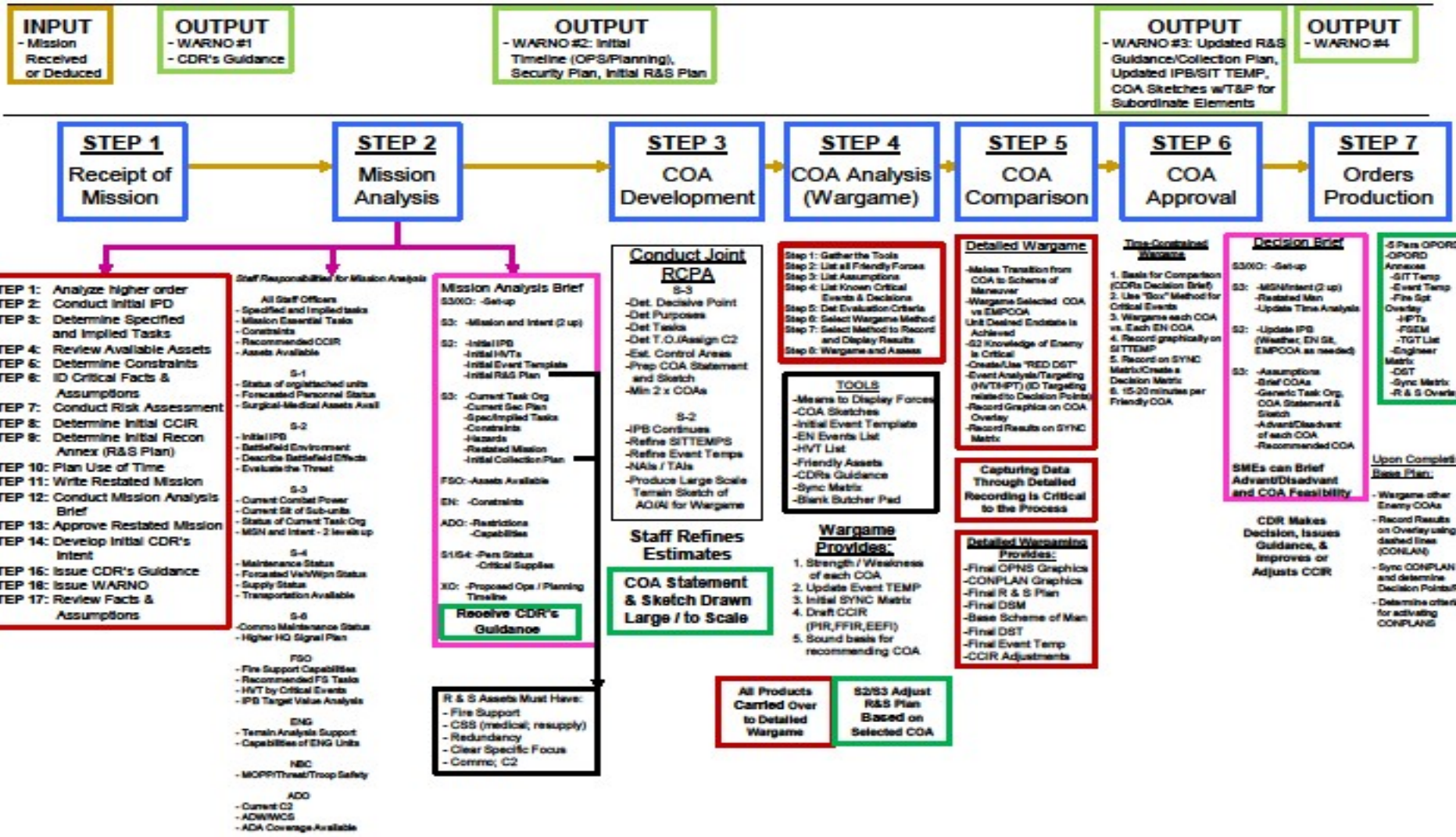
Operations Order Annexes

- **ANNEX A – TASK ORGANIZATION (G-5 or G-3 [S-3])**
- **ANNEX B – INTELLIGENCE (G-2 [S-2])**
  - Appendix 1 – Intelligence Estimate
  - Appendix 2 – Intelligence, Surveillance, and Reconnaissance Synchronization Matrix
  - Appendix 3 – Counterintelligence
  - Appendix 4 – Signals Intelligence
  - Appendix 5– Human Intelligence
  - Appendix 6 – Geospatial Intelligence
  - Appendix 7 – Measurement and Signature Intelligence
  - Appendix 8 – Open Source Intelligence
- **ANNEX C – OPERATIONS (G-5 or G-3 [S-3])**
  - Appendix 1 – Design Concept
  - Appendix 2 – Operation Overlay
  - Appendix 3 – Decision Support Products
  - Appendix 4 – Gap Crossing Operations
  - Appendix 5 – Air Assault Operations
  - Appendix 6 – Airborne Operations
  - Appendix 7 – Amphibious Operations
  - Appendix 8 – Special Operations (G-3 [S-3])
  - Appendix 9 – Battlefield Obscuration (CBRN Officer)
  - Appendix 10 – Airspace Command and Control (G-3 [S-3] or Airspace Command and Control Officer)
  - Appendix 11 – Rules of Engagement (Staff Judge Advocate)
  - Appendix 12 – Law and Order Operations (Provost Marshal)
  - Appendix 13 – Internment and Resettlement Operations (Provost Marshal)
- **ANNEX D – FIRES (Chief of Fires/Fire Support Officer)**
  - Appendix 1 – Fire Support Overlay
  - Appendix 2 – Fire Support Execution Matrix
  - Appendix 3 – Targeting
  - Appendix 4 – Field Artillery Support
  - Appendix 5 – Air Support
  - Appendix 6 – Naval Fire Support
  - Appendix 7 – Cyber/Electromagnetic Activities (Electronic Warfare Officer)
- **ANNEX E – PROTECTION (Chief of Protection/Protection Coordinator as designated by the commander)**
  - Appendix 1 – Air and Missile Defense (Air and Missile Defense Coordinator)
  - Appendix 2 – Personnel Recovery (Personnel Recovery Coordinator)
  - Appendix 3 – Fratricide Prevention
  - Appendix 4 – Operational Area Security (Provost Marshal)
  - Appendix 5 – Antiterrorism (Antiterrorism Officer)
  - Appendix 6 – Chemical, Biological, Radiological, and Nuclear Defense (CBRN Officer)
  - Appendix 7 – Safety (Safety Officer)
  - Appendix 8 – Operations Security (Operations Security Officer)
  - Appendix 9 – Explosive Ordnance Disposal (Explosive Ordnance Disposal Officer)
  - Appendix 10 – Force Health Protection (Surgeon)
- **ANNEX F – SUSTAINMENT (Chief of Sustainment [S-4])**
  - Appendix 1 – Logistics (G-4 [S-4])
  - Appendix 2 – Personnel Services Support
  - Appendix 3 – Army Heath System Support (Surgeon)
- **ANNEX G – Engineer**
  - Appendix 1 – Mobility/Countermobility
  - Appendix 2 – Survivability (Engineer Officer)
  - Appendix 3 – General Engineering
  - Appendix 4 – Geospatial Engineering
  - Appendix 5 – Engineer Task Organization and Execution Matrix
  - Appendix 6 – Environmental Considerations
- **ANNEX H – SIGNAL (G-6 [S-6])**
  - Appendix 1 – Information Assurance
  - Appendix 2 – Voice and Data Network Diagrams
  - Appendix 3 – Satellite Communications
  - Appendix 4 – Foreign Data Exchanges
  - Appendix 5 – Electromagnetic Spectrum Operations
- **ANNEX I – Not Used**
- **ANNEX J – INFORM AND INFLUENCE ACTIVITIES (G-7 [S-7])**
  - Appendix 1 – Public Affairs
  - Appendix 2 – Military Deception
  - Appendix 3 – Military Information Support Operations
  - Appendix 4 – Soldier and Leader Engagement
- **ANNEX K – CIVIL AFFAIRS OPERATIONS (G-9 [S-9])**
- **ANNEX L – INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE (G-3 [S-3])**
  - Appendix 1 – Intelligence, Surveillance, and Reconnaissance Overlay
  - Appendix 2 – Intelligence, Surveillance, and Reconnaissance Tasking Matrix
- **ANNEX M – ASSESSMENT (G-5 [S-5] or G-3 [S-3])**
- **ANNEX N – SPACE OPERATIONS (Space Operations Officer)**
- **ANNEX O – Not Used**
- **ANNEX P – HOST-NATION SUPPORT (G-4 [S-4])**
- **ANNEX Q – Spare**
- **ANNEX R – REPORTS (G-3 [S-3])**
- **ANNEX S – SPECIAL TECHNICAL OPERATIONS**
- **ANNEX T – Spare**
- **ANNEX U – INSPECTOR GENERAL**
- **ANNEX V – INTERAGENCY COORDINATION (G-3 [S-3])**
- **ANNEX W – Spare**
- **ANNEX X – Spare**
- **ANNEX Y – Spare**
- **ANNEX Z – DISTRIBUTION (G-3 [S-3])**

Back-Up Slides

MDMP Smart Sheet

Military Decision Making Process



Summary

- **Overview of Plans and Orders**
- **HR Planning Considerations**
  - HR Planning
  - HR Operations
  - Running Estimates
- **HR Planning Using MDMP**
  - **Commander and Staff Roles**
  - **Operation Environment**
  - **MDMP Process**
- **Personnel Services Support Appendix**
  - Rehearsals

Terminal Learning Objective

ACTION: Implement Human Resources (HR) Planning and Operations using Military Decision Making Process (MDMP)

CONDITION: Using readings, classroom discussions, presentations and doctrinal publications including FM 1-0 (HR Support), ADRP 3-0 (Unified Land Operations), FM 4-0 (Sustainment), FM 6-0 (Commander and Staff Officer Guide), ATP 6-01.1 (Techniques for Effective Knowledge Management) ADRP 5-0 (The Operations Process) and an awareness of the Operational Environment.

STANDARD: Demonstrate an understanding of HR Planning and Operations using MDMP through classroom participation, completing individual/group practical exercises, and scoring 70% or higher on the Brigade S-1 Operations end-of-course exam.